

# **Enhancing Business Thinking Through Checkers & Chess:**

**30 Key Cognitive Connections**



**2025 – Volume III  
Govert Westerveld**









# **Enhancing Business Thinking Through Checkers & Chess:**

**30 Key Cognitive Connections**



**2025 – Volume III  
Govert Westerveld**



# **Enhancing Business Thinking Through Checkers & Chess:**

**30 Key Cognitive Connections**



**2025 – Volume III  
Govert Westerveld**



---

**Enhancing Business Thinking through Checkers & Chess: 30 Key Cognitive Connections. Volume III.**

**© Govert Westerveld 2025**

**Cronista Oficial de Blanca (2002-1919)**

**Hispanista de la Asociación Internacional de Hispanistas**

**Historiador Oficial de la Federación Mundial del Juego de Damas (FMJD)**

Todos los derechos reservados. Ninguna parte de este libro puede ser usada o reproducida en ninguna forma o por cualquier medio, o guardada en base de datos o sistema de almacenaje, en castellano o cualquier otro lenguaje, sin permiso previo por escrito de los autores, excepto en el caso de cortas menciones en artículos de críticos o de media.

All rights reserved. No part of this book may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, in Spanish or any other language, without the prior written consent of the authors, except in the case of brief quotations embodied in critical articles or reviews.

**ISBN:**                      **Hard cover (Lulu.com)**

**eBook: without ISBN**

# Dedication

I dedicate this work to the young  
draughts players around the world

# Foreword

Writing this book has taken me many years of research work.

Due to my previous work as a researcher in new products, new applications, and the history of the Spanish Civil War, one becomes automatically critical and cannot believe everything one sees and hears. It remains important to review everything many times and potentially test evidence with other scientific information. By studying American patents related to active ingredients for the pharmaceutical and aroma-chemical industry, I also gained insight into these sectors. Three years working in the pharmaceutical industry provided me with valuable experience and knowledge necessary to understand the complexity and importance of this industry. After this initial experience in the pharmaceutical industry, I have worked closely with various players in this sector for the past 30 years. This included working with pharmaceutical companies, research institutes, universities, and health organizations. During this period, I have been engaged in various aspects such as innovation, quality assurance, market analysis, and regulatory issues. In short, my experience in the pharmaceutical industry and long-term involvement in this sector have enhanced my knowledge of pharmacy.

Strangely enough, all those years I really felt like I was playing checkers in the business world because I used many attributes related to the game of checkers. The most fascinating were the temptation tricks used

in checkers that lead to your downfall. The word "death" was still used in Dutch checkers books in the 19th century, after which the term "loss" was used. In the Spanish version of checkers, they still use the term "death": "estas muerto" (you are dead).

Yes, temptation tricks are also used in daily life and business to persuade someone to make a purchase, participate, or take a certain action. They tap into desires, curiosity, and emotions, with the aim of enticing someone to take the desired step. These tricks can range from creating a sense of scarcity or exclusivity to using enticing offers, discounts, or rewards. The ultimate goal is to influence and seduce the consumer or user into making a decision that benefits the one using temptation tricks. It is important to be aware of these tactics and to question whether they are truly in our best interest before taking action.

These temptation tricks are called "baiting" in the game of checkers and often lead to an immediate loss of the game. Of course, I always took into account the "baiting" in the business world. The fact that this perspective was not really unusual is supported by the words once uttered by Harm Wiersma:

*"Checkers is like everyday life. Checkers involves everything, everything related to daily life is reflected in checkers. Concentration, determination, thinking ahead, relativizing, imagination, aggression, luck, sadness, making mistakes, correcting mistakes, and also psychological aspects. Checkers is complete, but that's only the case when you reach a certain level."*

The sum of these attributes that are present in both the game of checkers, chess, and active business life can be described as "entrepreneurial skills". Just as a checkers player must consider various aspects of the game to succeed, an entrepreneur or professional in the business world must utilize a range of skills to be successful in a competitive and dynamic environment.

I have had the great privilege of being able to follow the achievements of a childhood friend, Harm Wiersma, and we later met in Spain. He was a 6-time world champion and is the perfect example of what can be achieved with the attributes of the game of checkers in business, politics, academia, and our societal careers. In that sense, he stands at a higher level than Ton Sijbrands, who is solely focused on the game. On the other hand, Wiersma was not only a player but also a businessman and even a member of parliament in The Hague for a political party. In the conversations I had with him, the word "drive" always emerged.

Some have pointed out that I have occasionally "misspelled" foreign names in my work. What is often overlooked, however, is that I have deliberately chosen to respect the spelling found in the original sources. My aim is not to modernise or correct according to current conventions, but rather to preserve the spirit of the time and the authenticity of the texts. Language evolves, but history sometimes requires fidelity to the original.

I will attempt to present the attributes that are improved through playing checkers, and there are many. Both of us have been able to utilize these attributes in our societal careers. While discussing

these attributes, Wiersma's name comes up many times. Hopefully, this second part will be an inspiration for young checkers players and chess players.

**Govert Westerveld**

# CONTENT

1	CHARACTERISTICS .....	1
1.1	Processing information .....	2
1.1.1	Business.....	5
1.2	Initiative.....	7
1.2.1	Business.....	10
1.3	Innovation.....	13
1.3.1	Business.....	16
1.3.2	Example.....	18
1.4	Intelligence .....	22
1.4.1	Business.....	26
1.5	Interaction .....	29
1.5.1	Business.....	31
1.6	Intuition.....	35
1.6.1	Business.....	38
1.7	Investing .....	43
1.7.1	Business.....	45
1.8	Breakdown .....	50
1.8.1	Business.....	52
1.9	Deligence .....	57
1.9.1	Business.....	59
1.10	Character Development.....	63
1.10.1	Business.....	65
1.11	Composure.....	70
1.11.1	Business.....	72
1.12	Newspaper Reports .....	77
1.12.1	Business.....	78
1.13	Critical Thinking .....	83
1.13.1	Business.....	85
1.14	Learning Ability .....	90
1.14.1	Business.....	92
1.15	Reading Skills .....	97
1.15.1	Business.....	99

1.16	Listening Ability.....	104
1.16.1	Business.....	107
1.17	Logical Thinking .....	112
1.17.1	Business.....	116
1.18	Marketing.....	120
1.18.1	Business.....	124
1.19	Mentally Strong.....	128
1.19.1	Business:.....	131
1.20	Deception.....	136
1.20.1	Business.....	139
1.21	Failures .....	144
1.21.1	Business.....	149
1.22	Motivation.....	153
1.22.1	Business.....	157
1.23	Accuracy.....	161
1.23.1	Business.....	163
1.24	Curiosity.....	167
1.24.1	Business.....	169
1.25	Objectivity.....	174
1.25.1	Business.....	177
1.26	Observation.....	181
1.26.1	Business.....	185
1.27	Making Sacrifices .....	190
1.27.1	Business.....	193
1.28	Encirclements .....	197
1.28.1	Business.....	199
1.29	Caution.....	204
1.29.1	Business.....	206
1.30	Open-mindedness.....	211
1.30.1	Business.....	214
2	Curriculum Vitae.....	218
3	BIBLIOGRAPHY.....	224









# **1 CHARACTERISTICS**

## **1.1 Processing information**

Erik Scherder, neuropsychologist at the Vrije Universiteit in Amsterdam, calls chess excellent for the brain because it activates many neural networks simultaneously and processes large chunks of information. So, by playing chess, one learns to process information more efficiently and effectively.

Dr. Dainis Zegners, assistant professor in the Department of Technology and Operations Management at Erasmus University, is skeptical about the link between chess skills and other abilities. The connections between success in chess and success in real life still seem forced, indicating that much more research is needed.

Although a professional draughts career was abandoned early on, it must be said that for me, draughts has always served as an example for business life. The drive for achievement gained through draughts has helped enormously in the business world. In the end, there was the good fortune of working with people who knew more than I did. The aim of this book is therefore to show that playing draughts can have a very positive impact on the mental character of the future businessman.

It is clear that much more research is needed to prove whether chess and draughts are truly beneficial for business. Opinions such as those of Dainis Zegners are therefore extremely welcome for further studies. But let us now take a closer look at various kinds of information.



Erik Scherder – Wikipedia CC BY 3.0

## **Processing Information in Chess and Draughts**

Both chess and draughts revolve around complex information processing, where players continuously analyze situations, evaluate options, think ahead, and make decisions under uncertainty. Some key cognitive processes involved are:

### **1. Pattern Recognition**

Top-level chess and draughts players have thousands of recognizable patterns stored in their long-term memory. This allows them to quickly assess

situations without having to recalculate everything from scratch. This is not “general intelligence,” but domain-specific knowledge.

Pattern recognition:

Players develop a “library” of board patterns. In chess, experts possess approximately 50,000 patterns (Chase & Simon, 1973).

→ Comparable to: Recognizing market trends or operational risks.

## 2. Working Memory

During the game, players must hold multiple scenarios in mind simultaneously. This demand on working memory is similar to the challenges found in complex business decision-making.

Calculation of variations (chess: 3–5 moves ahead; in complex positions, up to 15).

→ Comparable to: Scenario planning in strategic decision-making.

## 3. Planning and Strategic Thinking

In both draughts and chess, the game is about balancing short- and long-term goals, anticipating the opponent’s responses, and calculating several steps in advance.

## 4. Decision-Making Under Time Pressure

In blitz chess and fast draughts tournaments, players train themselves to make efficient decisions under time pressure — a skill that is also highly relevant in the business world.

### **1.1.1 Business**

#### **Introduction**

In the dynamic world of business, the ability to process information efficiently is of crucial importance. This is not merely about collecting data; it is a complex process of transformation that leads to actionable insights and strategic decisions. This process forms the backbone of every successful enterprise, and several core aspects consistently reappear.



1.-First, there is the need to identify and collect relevant data from a wide range of sources, both internal and external. This can include customer feedback, sales figures, market trends, and competitor analyses, with a focus on what truly contributes to the organization's business objectives.



2.-Next, the raw data must be structured and organized in such a way that it becomes interpretable and usable. This involves categorizing information, cleaning incomplete datasets, and ensuring consistency, laying the foundation for further analysis.

3.-A third key point is the analysis and interpretation of the processed data, revealing patterns, trends, and correlations that yield valuable insights. This often requires specialized knowledge and the use of analytical tools to dig deeper into the numbers and uncover their underlying meaning.

4.-In addition, it is essential to clearly and concisely communicate the resulting insights to the appropriate decision-makers within the organization. This includes visualizing complex information and translating technical analyses into management reports that are directly actionable.

5.-Finally, solid information processing supports both strategic and operational decision-making, enabling companies to respond more effectively to opportunities, mitigate risks, and strengthen their competitive position in an ever-changing market.

## **Conclusion**

These five points illustrate the integral nature of information processing in business, with each step contributing to the transformation of raw data into concrete actions and sustainable success.

## 1.2 Initiative

Taking initiative means: taking action or initiating action on your own accord, without being prompted by someone else, instead of waiting passively. Initiative is often taken by people with courage. The draughts player and former world champion Piet Roozenburg was among those players with courage and initiative.

When did the first world championship in draughts take place? The first time a tournament could be considered worthy of that title, at least in name, was the competition organized by the Parisian draughts club Société Damier Parisienne in 1909. It was thanks to the initiative of Edmond Renoir and H. A. v. Etten, board members of the Parisian club, that this tournament was realized. Financial concerns were particularly pressing at the time, but they were eventually overcome. Eight players participated in this tournament. From the Dutch side, only Jack de Haas and Phillip Battefeld competed—undoubtedly the strongest national players at the time. It goes without saying that this competition was a significant event in the draughts world. For the Netherlands, the most important thing was how their two players would perform, since they had never before participated in such a tournament and were still largely unfamiliar with the playing strength of the French. Apart from the two Dutch players, the participants included: Isidore Weiss, Dr. Alfred Molimard, Stanislas Bizot, Marius Fabre, George Balédent, and A. Dumont [read: Lucien Dumont]. The first prize and the title of world champion was won by Isidore Weiss; Dr. Alfred Molimard took second place; the Dutchman Jack de Haas came in

third, while Stanislas Bizot won the fourth prize. It should be noted that during this tournament, no fewer than three games were played per day—a challenge for the Dutch players. Nevertheless, their results were satisfactory, as Battefeld also played well and scored 12 points. For the French participants, this was less of a disadvantage, as competitive draughts was already much more developed there, and they were accustomed to playing two games per day.



**Dr. Alfred Molimard**

Initiative does not only apply to organizing competitions, but also to gameplay. And that brings us back to the Dutch national championship held in 1964. Few among the many spectators had suspected, when tournament director De Kruyven [read: De Kruiff] rang the bell for the final round, that they would witness such a thrilling conclusion. Bom, who had led the tournament the entire time—even holding a three-point lead over Roozenburg and remaining undefeated—clearly played under pressure. He was well aware of the possibility of a win by his closest competitor and thus had to win

himself to avoid the risk of being eliminated in a playoff. Roozenburg immediately took the initiative, gained the upper hand, and Bergsma ran into time trouble. The original opening, and the lead-up to an interesting fragment full of threats around the 16th move by the Haaksbergen player, brought Bergsma into serious difficulty. The end came unexpectedly for the spectators when the Frisian completely lost his composure and, due to an incorrect capture in a precarious position, resigned the game. Roozenburg had thrown not only Bergsma, but also Bom off balance.

In 1990, Ton Sijbrands was the challenger to Tsjizjow, with the world title at stake. Remarkably, Sijbrands, with a 9–7 lead, once again took the initiative in the ninth game and gained an advantage, though not enough to win:

“Shortly after the opening phase, the challenger took the initiative.

Sijbrands’ second, Johan Krajenbrink, was pleased that the challenger took the initiative so early on. Tsjizjow had kept the position at a distance in the opening and clearly aimed to avoid complications. When the titleholder once again occupied his favored outpost, Sijbrands immediately decided to remove it from the board. As a result, classical play was largely prevented, and Tsjizjow had to adjust his strategy. It was striking that the Soviet grandmaster needed little time to adapt to this altered style of play. Sijbrands invested many minutes into building the position he desired. This ultimately resulted in a significant developmental advantage for the challenger.”

## **1.2.1 Business**

### **Introduction**

The term "taking initiative" plays a crucial role both in the game of draughts and in the business world, albeit in slightly different contexts. In both cases, it is about taking initiative, anticipating opportunities, and forcing the opponent to respond to our moves. Below are several clear parallels between taking initiative in draughts and in business:

#### **1.-Proactively seizing opportunities**

Just as a player in draughts uses an opening to build pressure, an entrepreneur seizes a market opportunity before the competition does. It is about showing initiative before others do, for example in product development or customer engagement.

#### **2.-Negotiation and strategic advantage**

In business, taking initiative often means opening the conversation or negotiation and thus setting the tone. By making the first proposal, you define the playing field. This resembles "zugzwang" in draughts: you force the other party to respond to your strategy.

#### **3.-Demonstrating leadership and vision**

An entrepreneur or manager who takes initiative does not wait to be directed but makes decisions independently, sets priorities, and develops a clear course. Like a draughts player who outlines a long-term strategy and positions their pieces accordingly.

#### **4.-Stimulating innovation**

Taking initiative also means not clinging to what already works but actively seeking improvement. In

an organization, this means investing in innovation before problems arise. Just like in draughts: applying pressure and building the board in a way that puts you ahead.



#### 5.-Crisis management

When something suddenly goes wrong, taking initiative is reflected in quickly taking control. Instead of waiting, immediate action is taken—like a draughts player under pressure who looks for a clever counterplay to turn the tide.

## **Conclusion**

Taking initiative in draughts is a tactical and strategic advantage. In business, it is equally important: it often determines who wins in a competitive environment. The skills a draughts player develops—thinking ahead, recognizing opportunities, daring to act—are directly applicable in the world of entrepreneurship, management, and decision-making.

## 1.3 Innovation

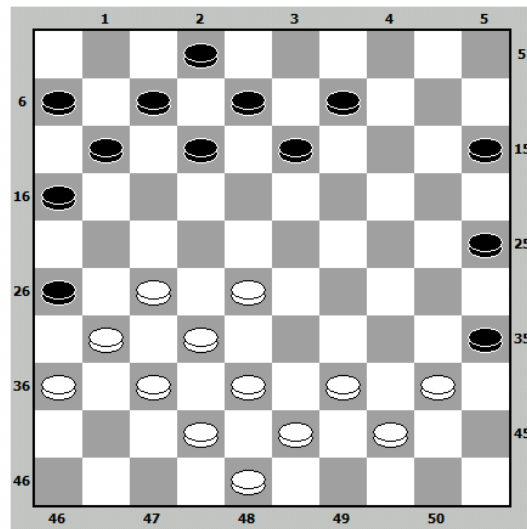
Innovation means being open to creativity and renewal, and so we automatically arrive at the well-known Roozenburg variation, with which the great Piet won many games for a time. It was a highly complex variation, but everyone in the draughts world began studying it thoroughly and — once the mysteries were more or less solved — started playing it as well.

There may have been only one leading draughts player who no longer played the Roozenburg variation, and that was Piet himself. He knew that something about his own variation was flawed, and that insight brought him new victories. Be that as it may, with his free-spirited style, Roozenburg contributed immensely to pulling draughts out of a looming stagnation and filling it with constructive imagination.

Even in 1967, Piet Roozenburg's play still displayed an exaggerated drive toward strange, unclear types of positions, which he often managed to turn to his advantage through his exceptional ingenuity. In the following position, Roozenburg had the black pieces against Jan Weerheym, who only just managed to force a draw.



### Piet Roozenburg



### Jan Weerheym

A draughts player is always looking for new variations and playing styles in order to win. This kind of innovation makes draughts a suitable game for businesspeople to develop an innovative mindset. In this light, we can examine the approach of former world draughts champion Harm Wiersma:

Harm Wiersma is always searching for new challenges. First and foremost, he is a businessman, then a professional draughts player. In a twenty-game match against Aleksei Chizhov this month, he is aiming for his seventh world title. At the age of forty ("age plays no role in mind sports"), his draughts career is starting anew. His technical

preparation for the match will not be optimal. Plagued by time constraints, he cannot prepare as thoroughly as he would like. His schedule is packed. The grandmaster personally handles all his business calls. "A secretary would be helpful," he suggests. "And one is on the way." He travels extensively, almost exclusively to Russia, his second homeland.



**Harm Wiersma and Aleksei Chizhov**  
**[www.damforum.nl](http://www.damforum.nl)**

Russia is currently big business for the draughts-playing entrepreneur. He has built an extensive network there, cleverly making use of his name recognition. In the early 1980s, when he was winning world titles in bulk, Wiersma was at least as well known in Russia as he was in the Netherlands. He now exploits that established reputation. Wiersma is always looking for something new. He draws a parallel with draughts: "It is a relevant principle in

the game." Creativity is considered one of Wiersma's strong character traits. He regularly 'scores' with it. The idea for a playful opening of a draughts tournament in Harderwijk — using forty cars as draughts pieces — came from him. He has always been full of ideas. That creativity already became evident in his draughts play at a young age. At the age of ten, he was labelled a "child prodigy".

### **1.3.1 Business**

In the game of checkers, innovation means inventing new moves, original combinations, and surprising playing styles that take the opponent out of their comfort zone. It's about breaking existing patterns and bringing renewal to strategy. The same mindset can be found in the business world. There, innovation is about the ability to take new paths, take risks, and think creatively in order to stay ahead in a competitive market.

1.— In business, innovation often means developing a new product or service that responds to changing customer needs. Just like a checkers player sometimes makes an unexpected move to change the course of the game, an entrepreneur breaks existing structures with something that has not been done before.

2.— Process improvement is a second form of innovation. Organizations that make their internal operations more efficient or automate them create long-term advantages. In checkers, we also see

players constantly refining their style, for example by optimizing opening variants or endgame strategies.

3.– A third manifestation is the application of new technologies. Think of companies using artificial intelligence or data analysis to strengthen their competitive position. In the checkers world, something similar is happening with the rise of engines and digital game analysis, which deepen and accelerate the game.

4.– Innovation can also occur in how an organization communicates with customers. New marketing methods, customer-oriented platforms, or even an innovative tone of voice can be decisive for success. In checkers, communication is indirect, but those who understand the opponent's playing style and creatively respond to it show a comparable power of innovation.

5.– Finally, there is organizational innovation. Adjusting company structures, working more flexibly, or implementing a cultural change requires vision and initiative. This corresponds to a checkers player's ability to adapt to new situations in a game and to continuously revise their strategy.

## **Conclusion**

Innovation in both checkers and business requires courage, imagination, and the ability to break out of existing patterns. Whether it's an original move on the board or a fresh idea in a meeting: those who innovate take initiative and set the pace. Thus, innovation becomes not just a technique, but above all an attitude – a way of thinking that can make a difference in both worlds.

### **1.3.2 Example**

In 1963, I became the Dutch youth checkers champion, a performance I achieved by defeating the prodigy Ton Sijbrands in provincial matches. Ton Sijbrands would later become world champion in 1972. At that time, the Netherlands, along with the Russians, was among the countries with the best checkers players in the world. In checkers, one learns the art of deep contemplation, and thorough research is essential to discover the optimal move. Looking back on this achievement, I was very aware of my self-worth and research abilities. Strangely enough, there have always been people who try to diminish this self-worth. It is therefore crucial to silence these critics and remain unwaveringly focused. A sharp focus allows us to overcome distractions and embrace our goals with dedication.

It was not always easy to realize my ideas, and that sometimes led to clashes, but I was convinced of my point of view. After all, in checkers, one also learns to think very deeply, and good research is necessary to find the best move, right? Hadn't I also found the cheapest rennet after conducting full market research in countries like New Zealand, Pakistan, Sweden, the Netherlands, Italy? I started this business with Andrés Molina Molina from Blanca in 1975. We soon parted ways, as I had too much work in the pharmaceutical laboratory, but Andrés quickly succeeded in selling this rennet well in Spain, and later, the Italian producer Caglio Star decided to build a factory in Cieza in collaboration with Andrés. I then had a meeting with the director of Caglio Star in Murcia, and he was intensely interested in all the samples (at least 20) that I had from foreign

producers, and I was well paid for them. In other words, would they really have built this factory in Cieza without all my research work? Of course not, I knew my research was good.



Later, I was determined to have a sweetener (1500 times sweeter than sugar) produced from citrus material, but that led to conflicts with the company's director, who did not believe in this possibility. So I asked him if he could arrange a meeting with Professor Sabater, because then I could demonstrate with documents that my ideas were based on truth and that it was indeed possible to produce such a substance from citrus material. Fortunately, my director agreed with this idea, and I had a meeting with Professor Sabater and Professor Lozano that lasted at least an hour. These two researchers gave me their full cooperation and ensured that the sweetener was produced in our company (Zoster S.A. – Zeneta), which gave us a global position. This company was later sold to a multinational thanks to this sweetener.

Around the year 2000, I was working in another company and had another product manufactured, namely “Carnosic acid.” I had studied this product for years and asked the chemists to produce a better quality. The company prospered tremendously thanks to this product and was also sold to a multinational in 2015.

At that time, I was always working on something new, and whenever I had found some new product to be produced, I tried to find a manufacturer for it. I would then draft a contract for royalties over the company’s total sales, and if I could sell it myself, I would receive a commission on top of the royalty. Of course, the competition wasn’t idle either — they would quickly copy me. Then I would try to create new products from the waste materials. In many cases, a new product produces waste that is simply discarded. But if one can also make new products from those waste materials, one keeps a lead. In other words, I was never satisfied with my results and constantly thought about improvement.

My friend Paco, rector of the University of Murcia between 1976 and 1980, had the same opinion. When we were already number 1 in the world with a certain flavonoid, he said: “We still know nothing about our flavonoid. We need to do much more research.” This is also true in checkers. One may win a game in a certain position, but I often wondered whether I couldn’t have won in a better way. One is always searching for perfection.

Brigid Schulte, a journalist for The Washington Post, stated on July 11, 2015, that human intelligence tests indicate our analytical thinking skills appear to be

improving, but our creative thinking skills may be declining.

My experience, however, is that the game of checkers greatly enhances insight and creative thinking. I have not noticed any decline in my creative thinking. On the contrary, I believe I owe my ability to innovate products and/or applications to the game of checkers. While innovating, I always had the feeling that I was playing a checkers match.



## 1.4 Intelligence

Intelligence is a mental attribute with many different functions, such as the ability to notice similarities and differences in perceptions, to orient oneself in space, to reason, make plans, understand and solve problems, think abstractly, comprehend and produce ideas and language, store information in memory and retrieve it again, and to learn from experiences. In higher animal species such as chimpanzees, certain functions of intelligence, such as language comprehension, are presumably active and comparable to those in humans. Inborn cleverness or intelligence is also referred to as giftedness or talent. Intelligence is, ultimately, a trait of personality. In some individuals, intelligence or certain aspects of it are more strongly developed than in others. For example, one person may learn a language more easily, while another may orient themselves in a space more quickly. In this, however, social background, education, and culture play a significant role.

This brings us to the concept of multiple intelligences:

- Logical-mathematical intelligence
- Linguistic intelligence
- Interpersonal intelligence
- Intrapersonal intelligence
- Musical intelligence
- Visual-spatial intelligence
- Bodily-kinesthetic intelligence
- Naturalistic intelligence
- Existential intelligence



Baba Sy  
Thanks to the kindness of  
Dr. Diego Rodríguez in the past

Ton Sijbrands once remarked that intelligence is no guarantee for playing draughts (checkers) well. Pieter Bergsma added:

“Yes, intelligence! Baba Sy, the dark-skinned man from Senegal, plays more intelligently than I do. He plays brilliantly. But he can neither read nor write.”

Aside from his native language, Pulaar, Baba Sy also spoke Wolof and French; he knew much about Arabic because he knew the Quran. This illiterate man spoke four languages.

More than once, I asked myself why Baba Sy possessed so much dignity, courtesy, elegance, and self-control. This was related to his caste. The Wolof have a complex system of behavioral rules based on their social status. His caste compelled him to uphold higher social norms and expected him to always demonstrate self-control and radiate great dignity in order to present himself as courageous and generous, thereby avoiding bringing shame to his family and ensuring he fulfilled all his religious obligations.

Harm Wiersma had an early predictive insight into the benefits and intelligence involved in playing draughts:

“In physical sports, physical condition is very important; in mind sports, mental state plays an enormous role. I’m not saying you need to be super-intelligent to play top-level draughts or chess, but you do need a certain level of intelligence.”

“I also believe that draughts and chess sharpen your mind. Certain abilities become more developed. You learn to think far ahead and far back. I train myself in that too. It’s utter nonsense to claim that chess is for intellectuals and draughts is for farmers. It’s absolutely

not true that chess contains more than draughts. The only difference is that there is much more and better literature on chess. That, I think, is a great shortcoming in draughts. As a result, a draughts player needs much more time to learn all the aspects of the game. You simply have to investigate it yourself, whereas chess players can find it in the literature.”

According to experts in draughts, Ton Sijbrands possessed exceptional qualities. Many continued to claim that his intelligence was so high that, with a bit of training, he could easily become world champion again. Sijbrands himself had a different view and admitted:

“I quit because the mental pressure of such two-person matches is so immense that you eventually reach a point where you don’t want to endure it anymore. Playing draughts eight hours a day then becomes an addiction. But you also have to keep enjoying your sport.”

### **Chess improves the connections between the nervous system and the muscular system.**

According to a study conducted by scientists at the University of Warsaw, later published in the journal *Pediatric Endocrinology*, which investigated nearly one hundred chess players between the ages of 8 and 19 who had won world championships, they concluded that it improves the connection between the nervous system and the muscles. This conclusion was drawn by comparing the results of psychotechnical tests with outcomes of physical tests that measured reflex speed and bodily reaction time. These chess players showed intellectual development above the population average. It is important to note that this study used very young chess players, but with deep knowledge of the game and who had become world champions. Simply playing chess once

a week will not produce significant changes in the nervous system, but all of this suggests that chess undoubtedly improves the information-processing system and memory, and enables faster and more accurate results.

### **1.4.1 Business**

#### **Introduction**

In both the game of draughts and in business life, intelligence plays a crucial role. Not only in the form of abstract thinking ability, but also in strategic insight, adaptability, and social skills. Although these worlds may seem very different at first glance, there are striking parallels in how intelligence manifests itself.

#### **1.-Strategic thinking**

Both a draughts player and an entrepreneur must be able to think several steps ahead. Assessing risks and planning actions based on expected responses is essential.

#### **2.-Problem-solving ability**

In complex situations, one must be able to respond quickly and creatively. In both the game of draughts and in business challenges, finding unexpected yet effective solutions is a sign of high intelligence.

#### **3.-Analytical ability**

A strong player or businessperson thoroughly analyzes situations. What are the opportunities, the weaknesses, and the patterns that emerge?

Intelligence is shown in the ability to understand data and circumstances.

#### 4.-Emotional intelligence

Self-control and sensing the other person are important, both at the draughts board and in meetings. Empathy and respectful communication often lead to better outcomes.

#### 5.-Adaptability

Situations can change suddenly. The one who adapts quickly often gains the advantage. In both the game and the business world, flexibility is a form of practical intelligence.

#### 6.-Patience and perseverance

Sustained focus and the ability to remain faithful to a plan without reacting impulsively are essential. This requires mental discipline and intelligence in the area of self-regulation.



#### 7.-Decisiveness

Whether it's making a crucial move or a business investment: intelligence is also reflected in the courage to make well-considered decisions at the right moment.

#### 8.-Learning from mistakes

Intelligent players and entrepreneurs reflect on their mistakes and grow as a result. Self-criticism and the ability to learn are key elements for progress.

### **Conclusion**

Intelligence is expressed in more than just knowledge or logic; it is a multifaceted combination of strategic insight, social skills, and mental flexibility. The game of draughts and the business world are surprisingly similar in the way they demand and strengthen this kind of intelligence. Those who develop these qualities increase their chances of success—both at the board and at the meeting table.

## 1.5 Interaction

What falls under interaction?

Interaction is a reciprocal action, a mutual exchange between people, animals or things. Interaction involves mutual influence, particularly among people: "during the football match, the players were well attuned to each other; there was interaction between the players." Why is interaction important? Because it makes your internal communication more human. By enabling interaction, colleagues can chat with each other, respond to messages, and share ideas and concerns.

The sports psychiatrist Ferdi Oyen provided mental coaching to many top athletes and came to the following conclusion regarding interaction in checkers:

"Then we enter a field that is often left unspoken, but is always influential: the interaction between the two opponents. Even if you do nothing, you still influence each other. An example. I have understood from both you and Harm Wiersma that Gantwarg eats apples in an annoying and noisy way during a game. It is not even interesting to know whether he does this deliberately as a form of psychological warfare or whether he is unaware of it. He does it and it distracts you from your concentration. How do you deal with that?"

Of course, you try not to let it affect you, but that doesn't always work, according to Rob Clerc.





**Ferdi Oyen**  
**[www.oyenbeheer.com](http://www.oyenbeheer.com)**

The neuropsychologist and movement scientist Erik Scherder argued that the combination of measured physical activity, nutrition, and mental challenge is good for a person and leads to more healthy years of life:

"Our defense and immune system benefit from stimulating good circulation and increased heart rate, and that also happens in the wonderfully enriched environment that the game of checkers offers. During the game, there is continuous interaction between neural networks. Weighing options, recalling and storing information, spotting opportunities, inhibiting impulses, making decisions, experiencing setbacks, the euphoria of a brilliant move. It's all there."

All experienced experts consider social interaction an important element in chess. For many, the social

aspect of chess is the main motivation to go to the chess club or to participate in tournaments. This theme consists of four parts. The first subtheme addresses friends and the social network in the chess world, the second part deals with the concepts of tolerance and prejudice, the third theme is about having fun, and the fourth subtheme finally covers talking to others in the chess world about their label or disability.

### **1.5.1 Business**

#### **Introduction**

Interaction literally means ‘mutual influence’ and plays a key role both in the game of draughts and in business. In both contexts, it is not about acting in isolation, but about responding to and influencing others. It is a dynamic process in which strategy, communication, and empathy come together. How does interaction manifest in both worlds?

#### **1.-Assessing the opponent**

In draughts, you constantly analyze your opponent’s intentions. In business, you do the same: trying to understand what the other person wants, thinks, or needs in order to respond effectively.

#### **2.-Responding to actions**

Every move on the draughts board requires a response. In business interactions, it is exactly the same: a proposal, comment, or action provokes a counterreaction. How you respond often determines what happens next.

### 3.-Communication under pressure

During a tense game or under high work pressure, true interaction emerges. How well someone continues to listen, respond, and maintain an overview makes all the difference.

### 4.-Reading non-verbal signals

In draughts, you sometimes see insecurity or confidence in your opponent's body language. In meetings or negotiations, these signals are also valuable for those who notice them.

### 5.-Timing of the interaction

Knowing when to say or do something is often just as important as what you say or do. A clever move at the right time, or a remark that strikes the right chord, can determine the outcome.

### 6.-Collaborating or confronting

In both worlds, the question arises: do you cooperate or challenge? Interaction means balancing between connecting and persuading, between going along and confronting the other.

### 7.-Learning from each other's reactions

A player learns a lot from how the opponent reacts to certain moves. In business, the same applies: interaction becomes stronger as you better understand how others respond to your actions.

### 8.-Building trust

In both draughts and business relationships, trust arises through honest, clear, and consistent interaction. If you respond reliably, interaction becomes smoother and more effective.

9.-A ninth point is the interaction with new technologies and trends, where companies must constantly respond to change in order to stay relevant and innovate.



10.-Finally, there is the interaction with the broader society, where corporate social responsibility and addressing social issues contribute to an organization's legitimacy and acceptance.

## **Conclusion**

Interaction is the driving force behind every human game and every professional relationship. Whether it's on the draughts board or in the boardroom, it is always about responding to and influencing the other. Those who refine this skill not only develop strategic insight but also the ability to connect with people and achieve better results together. Interaction is not a side issue — it is the core of success.

## 1.6 Intuition

Dare to be alone and make your own decisions. Intuition is a deeply personal, tailor-made compass—give yourself the space to listen to it and have the courage to act on it. Intuition is the defining strength of a great draughts player. When under time pressure, we are forced to play based on intuition, and in many cases, the moves still turn out to be good. Intuition also plays a major role in the business world. The right hemisphere of the brain is more emotional and plays a role in creativity, intuition, curiosity, and visual recognition.

“The thinking of the chess player” is the title of a dissertation with which Professor A. D. de Groot earned his doctorate in 1946 on a subject that science is still grappling with: how does the thought process work? “The intuitive element has long been underestimated,” said Professor De Groot.

Experience, knowledge, and intuition are more important than the ability to think deeply. This form of knowledge can, for example, be seen in how an experienced chess player skips a number of calculations that a less experienced player would still perform. An experienced view of the position and positional considerations often work in such a way that they save the player time: several lines of thought that are intuitively rejected are simply not considered by the top player, allowing them to focus on fewer but better options. It is this lack of intuition that still causes the computer to lose to humans in international draughts on the 100-square board.



**Prof. Dr. Adrianus Dingeman de Groot (1914–2002)**

Our experience gained in competitive draughts proves useful in rapid draughts championships, where intuition plays a prominent role. In rapid draughts, the thinking time is shortened to, for example, 10 minutes per player. Both players have this time at their disposal, and the goal is not to finish the game in, say, 6 minutes, but to use the 10 minutes in such a way that the game is brought to a successful conclusion within that time frame. It is therefore very intense to watch a game of rapid draughts, where everything must be decided before the flag falls. It can happen that a player, despite having a clearly winning position, still loses the game because the opponent, by simply continuing to play, manages to exploit a time advantage of just a few seconds. The clock is such an essential element in rapid draughts that continuing to play in a losing position cannot be considered unsportsmanlike,

whereas this might be the case in normal play. Still, it must be said that many draughts players find it hard to defeat an opponent in a lost position using only the clock. He offers his rival a sportsmanlike handshake in defeat—and may himself be beaten on time in the next round. Only then does the true fighting spirit awaken in him, without which no rapid draughts tournament can be won. Rapid draughts, however, means first and foremost thinking fast and especially making quick decisions. Moves must be chosen almost intuitively. Especially the opening phase of a rapid game can proceed at a murderous pace in order to leave some thinking time for the middlegame and endgame. Once a rapid draughts player has “warmed up,” it seems as though he makes his moves in a trance-like state. He moves the pieces across the board with apparent carelessness, and spectators may be genuinely astonished and amazed when, out of that very position, a flawless combination is suddenly conjured.

Jos Snoek used the famous chess study by his supervisor A. D. de Groot from 1946—which, according to him, has lost none of its relevance 70 years later—as the foundation and inspiration for his own dissertation “The Thinking of the Neurologist.” Snoek specifically developed the concept of intuitive reasoning by doctors. Even today, the precise functioning and development of intuition remains, in many ways, an unexplored field. Existing insights and targeted follow-up research on the novice–expert dimension within the game of draughts can help uncover similar heuristic (learning) processes in socially relevant domains such as medicine.



### **1.6.1 Business**

#### **Intuition in draughts and business**

In the game of draughts, intuition plays a striking role. Experienced players often speak of a move that ‘feels right,’ even if it hasn’t been fully calculated yet. This intuitive skill, based on experience, pattern recognition, and strategic insight, makes it possible to react quickly and effectively in complex game situations.

Intuition also proves to be of great value in business. Entrepreneurs, managers, and professionals regularly make important decisions without having analyzed every detail beforehand. The choice is then driven not only by logic but by a deep inner sense of what is right at that specific moment. Intuition provides a complement to rational thinking and often emerges when time pressure, uncertainty, or human factors play a role.

The following examples illustrate how intuition manifests in business contexts.

1.- During a job interview, a candidate meets all formal requirements. The experience, education, and references are excellent. Yet a subtle doubt arises in the decision-maker. The tone of answers, manner of speaking, and gaze betray an underlying discomfort. Without clear reason, it is decided not to proceed with the process. Later, it appears that certain information was deliberately withheld in the CV.

2.- An investor is presented with a proposal to invest in a new product. Market data are scarce, the risk is

considerable. Still, a strong feeling of trust arises. The composition of the team, the passion in the presentation, and the timing seem to 'fit.' Investment is made despite the lack of certainty. A few years later, the product grows into a market leader.

3.- During a negotiation with a major client, a moment of tension arises. The counterpart becomes silent, looks aside, hesitates. Instead of applying pressure or trying to persuade, the representative decides to let the moment of silence persist. The client regains the floor and comes up with a favorable counteroffer. This insight proves decisive in closing the deal.



4.- In meeting a potential cooperation partner, everything proceeds formally correctly. The numbers are in order, the proposal attractive. Yet an unpleasant feeling arises about the partner's behavior: evasive glances, vague formulations. The cooperation is rejected. Months later, reports surface about irregularities within that company.

5.- A sales conversation seems to proceed smoothly. The client shows interest, asks questions, but somewhere in the process the atmosphere changes. The salesperson notices this in body language and facial expression. A different tone is adopted, with more room for questions and calm. The atmosphere turns positive, and the contract is eventually concluded.

6.- During a period of economic uncertainty, a strategic director advises a change of course. The figures provide no clear direction, but previous experiences and a feel for market movements lead to a clear recommendation. The organization adapts early and appears better prepared than competitors. The timing was based on intuitive insight.

7.- A team runs steadily, without visible problems. Yet the manager notices small changes: less initiative, formal communication, absent looks. It is decided to hold individual conversations, revealing a latent conflict that has existed for some time. Early intervention prevents escalation. The decision to intervene arose from an intuitive perception of the undercurrent.

8.- During the preparation of a creative campaign, the process stagnates. Concepts are developed, but none convinces. Then a bold, illogical idea is

proposed that initially seems nonsensical. Yet a feeling of recognition immediately arises. The concept is elaborated and perfectly fits the client's expectations. The breakthrough came from a moment of intuitive inspiration.

9.- A management team presents three future scenarios for strategic growth. Each scenario is carefully substantiated, with risk analyses and growth expectations. One proposal, however, evokes deep trust from the start, despite some uncertainties. The tone, vision, and coherence fit exactly with the identity of the organization. This plan is chosen, and later appears to align with important market developments.

10.- An external partner proposes a collaboration that seems attractive: good conditions, strong reputation, clear agreements. Yet one of those involved feels distance or ambiguity. Despite all facts being positive, the collaboration is rejected. Some time later, it appears the company is involved in a legal procedure. The intuitive distrust was justified.

## **Conclusion**

Intuition is not a random impulse or arbitrary guess. Both in draughts and in business, intuition is a form of knowing that arises from long experience, sharp observation, and recognizing subtle patterns. When logical analyses fall short or when the situation demands direct action, intuition provides direction.

In business contexts, intuitive action proves valuable in recognizing opportunities, avoiding risks, and deepening human interaction. It functions as a silent companion to rational thinking, not as an opponent but as a complement. In a time when speed,

complexity, and uncertainty increase, intuition forms an important competence.

Just as with the draughts player who places a piece at exactly the right moment, the world of strategy and decision-making shows that the right feeling, at the right moment, can make the difference.

## **1.7 Investing**

Investing is more of a word from the last 20 years. It is rarely used in the draughts world. It often has to do with time trouble. It is also used for the terms sacrificing and spending (time investment).

### **Investing in the future**

There are draughts players who spend a lot of time at the beginning of a game on a new variation or playing style. This investment carries the risk of getting into time trouble later. That happened, for example, to Jeroen Goudt during the Dutch Championship:

Hans Vermin saw his clubmate Jeroen Goudt invest a lot of time in a fairly sharp variation, which, however, benefited the physiotherapist working in Switzerland. One personal discovery in this theoretical opening put Goudt in severe time trouble, and before his flag fell, he had to resign.

At the Dutch Championship, we again saw Jannes van der Wal playing draughts. As the second half of the tournament began, there seemed to be little left of a battle for first place. The 28-year-old former world champion and titleholder Jannes van der Wal was too productive. Against Goudt, the Frisian – quite contrary to his habit – used just over half an hour for the opening. He needed to invest little more time because his opponent then walked into a combination that gave Van der Wal a piece advantage and a free path to a king.



**Harm Wiersma against Vadim Virny in 1984 (Wikipedia)**

After twenty years of competing at the highest level, Harm Wiersma no longer felt capable of preparing himself physically and mentally for new title tournaments or matches. Nevertheless, Wiersma, who became world champion for the first time in 1976, did not rule out a return to the front if a sponsor were willing to invest hundreds of thousands:

“Sijbrands made a principled decision at the time – I don’t want to tie myself to that. I’m not thinking in terms of two or three years, but who knows, maybe I’ll try to come back one day. And well, what is really definitive? If a sponsor were willing to invest hundreds of thousands in a tournament or match, you’d have to be very strong-willed to keep saying ‘no’.”

## **Costs before benefits**

Planning and thinking ahead, evaluating where things have gone wrong or need adjustment, deploying people at the right time in the right place, investing in a good future or letting the costs come before the benefit (which is precisely what happens in a sacrifice). But also behavioural traits demanded by business, such as entrepreneurship, ambition, initiative, problem analysis, decisiveness, perseverance, flexibility, learning ability and stress resistance, are essential for today's draughts player. One can clearly see that there are more than enough similarities through which business can connect to the sport of draughts.

### **1.7.1 Business**

In draughts, it's not just about direct gain or quick moves. There are moments when a player consciously seems to give something up – for example, a piece – with an eye on a more favourable position in the future. This approach is often referred to in draughts terms as investing. It involves giving up a temporary advantage for the sake of a greater gain later. Such an investment requires insight, patience, and the ability to think several moves ahead.

This way of thinking is also strongly reflected in the business world. There, investing generally means deploying money, time, people, or resources with a view to future returns. This can involve financial



investment in capital, But also investing in relationships, knowledge, reputation, or innovation. Just as in draughts, investing in business is often a matter of the long term, With risks that are not always immediately apparent. Yet investing is essential for growth, development, and resilience.

In the examples below, ten situations are outlined in which the principle of investing plays a key role in the business context.

1.-A company decides to reserve a significant portion of its profits for research and development. In the short term, this means fewer funds are available for dividend payments, but management believes new products will strengthen its competitive position in the long term. Sacrificing immediate profit becomes a strategic investment in innovation.

2. -A medium-sized organisation invests heavily in staff training and education. Productivity temporarily decreases as employees take time off to study. However, these new skills are expected to lead to higher quality, fewer mistakes and greater employee engagement in the long run. Investing in knowledge proves more valuable than maximising work time.

3. -An entrepreneur spends considerable time and energy building a network of partners and suppliers, despite not seeing immediate results. Over time, these reliable relationships form a stable ecosystem, leading to faster deliveries and mutual loyalty.

4. -A young company chooses to invest in branding by developing a high-end visual identity and marketing campaign. The initial costs are high, and

immediate sales are limited. Still, the consistent brand image generates recognition, trust, and a growing customer base over time.

5.- A team leader invests in team development by arranging external coaching and reflection sessions. Although these efforts don't yield immediate results, they improve collaboration, communication and support among colleagues. The result is lower turnover and higher job satisfaction.

6.- A start-up receives a capital injection from an investor, with the agreement that profits will only be shared later. The investor knowingly takes the risk that the company will initially operate at a loss, with the prospect of exponential growth in the future. The invested trust and capital form the basis for scaling up.

7.- An organisation decides to replace its outdated IT system entirely. This requires a substantial investment in software, training, and temporary downtime. In the short term, losses are incurred, but the new system enables more efficient operations and scalable growth. The investment pays off through increased agility.

8.- In a highly competitive market, a company adopts a sustainability strategy that includes environmental certifications and energy-saving measures. These initiatives demand significant upfront costs and effort. However, customers increasingly value sustainability, boosting the company's market share and reputation.

9.- During an economic downturn, a company decides not to cut its customer service budget but instead to invest in customer satisfaction. More

contact points are added, and responses are faster. This builds stronger customer loyalty and trust, even in challenging times.



10.- An international business launches a long-term project in a new region. The first years are marked by losses, cultural differences, and slow progress. Still, the company persists, believing in the strategic value of local presence. Eventually, the project becomes profitable and opens the door to a larger market.

## **Conclusion**

Investing, both in draughts and in business, is about vision, timing, and the courage to make sacrifices. In both contexts, the goal is not immediate profit, but the creation of future value. Whether it's giving up a piece on the board or reserving resources for a long-term strategy, Investing requires courage and insight.

These examples show that investing often takes place without any guarantee of success. Still, successful organisations and thinkers adopt this approach. By looking ahead, taking calculated risks, and trusting in the bigger picture,  
Sustainable results are achieved.  
Investing is therefore not a leap in the dark,  
But a deliberate step towards growth.

Both the draughts player and the business leader know:  
Those who do not invest stand still.  
And those who stand still, eventually lose ground.

## 1.8 Breakdown

Every draughts player has experienced a breakdown at some point. It is a sudden state in which things go worse for the player, and this is reflected in their game. It can be both physical and mental. The term has been used as early as the beginning of the 20th century.

Pieter Bergsma finished second in the Dutch Championship in 1963, just behind former world champion Piet Roozenburg. Bergsma then spoke about a breakdown:

"A mental breakdown can happen, for example, when you are cornered by a strong opponent. But if you keep thinking things through calmly, it might still save you. And in time trouble, you have to act decisively and quickly, without too many nerves. That's ultimately a matter of mentality. And if you can't do that consistently, then you're simply out of form..."

Raul Dagenais. A name hardly anyone in the Netherlands had heard of in 1952. But as soon as the World Championship tournament began, everyone following the sports news knew that Dagenais was a Canadian and an excellent draughts player. Not long after, many already saw him as the new world champion, the successor to our Piet Roozenburg. However, a breakdown near the end of the three-week-long tournament caused a reversal, and Roozenburg narrowly managed to retain his title. Dagenais lost his final game in the tournament to the Swiss player Forclas.

Yes, fatigue! As soon as reporters brought up the tournament, Dagenais himself started talking about it:

"At first, everything went so well for me. It was going great, and when I beat Roozenburg — to my own surprise — I truly believed I could become champion. But I was exhausted in the final days. For five days and five nights, I barely slept. Against that Swiss player Forclas, I just wasn't myself anymore."



**Hans Böhm and Harm Wiersma  
(De Waarheid)**

In 1978, world champion Harm Wiersma played a simultaneous exhibition against 470 opponents, and chess master Hans Böhm against 460 players. Both began their session against several sports celebrities and other public figures from the sports world, who stood no chance against the mindsport masters. During the nighttime hours, both had to deal with a brief breakdown. Böhm suffered six defeats during this period, while Wiersma had to concede only two games. After 26 hours of play, Wiersma had won 433

of the 470 games, drew 32, and lost only 5 — a score of 95.5%. Hans Böhm ended with a 90.1% score, winning 390 games, drawing 49, and losing 21.

Since 1983, Chizhov had been considered a great talent, but in 1988 he suddenly experienced a strange breakdown. After that, he suddenly started winning all his games again, culminating in a world title. However, he later lost again to Clerc and Van der Wal and only finished fourth in the Russian Championship. Still, he would defend his title against Ton Sijbrands in 1990.

### **1.8.1 Business**

In draughts, it is not uncommon for a player to suddenly make a mistake that does not match their earlier level of play. Despite preparation, focus, and experience, a move slips through that turns out poorly or even disastrously. This is often not due to lack of skill, but a mental moment of weakness — a breakdown. This typically occurs under pressure, from fatigue, or after a prolonged strategic battle.

This phenomenon is also recognizable in the business world. Organizations, departments, or individuals can face moments of mental, organizational, or strategic decline. The cause is rarely simple: it may be overwork, lack of direction, external pressure, or missing opportunities for recovery. A breakdown doesn't automatically mean failure, but it is a vulnerable moment in which much can be lost — or learned.

The following situations illustrate how the concept of a breakdown manifests in various areas of business.

1. A successful entrepreneur suddenly experiences a drop in decisiveness. After months of intense work and constant task-switching, mental clarity diminishes. Important decisions are delayed or made too hastily. Colleagues notice that their usual sharpness is missing. The breakdown is only acknowledged once mistakes pile up. Rest and reorientation prove necessary.

2. A manager of a rapidly growing organization becomes exhausted by the pace and mounting expectations. Instead of delegating, they take on more tasks themselves. At a critical moment, an important client file is overlooked. The impact is significant. The breakdown reveals the limit of individual effort without structural support.

3. A project team works for months on a product launch. The pressure is high, the schedule tight. Just before the deadline, tensions rise and communication breaks down. Errors go unnoticed. Shared motivation drops. The breakdown arises not from unwillingness, but from prolonged overload without time to recover.

4. A company that had stable results for years embarks on rapid international expansion. Preparation is minimal, and cultural differences are underestimated. After a few months, losses start to mount. Internal tensions emerge, customers drop out. The organization faces a strategic breakdown: the foundation wasn't strong enough for such rapid growth.





5. In a highly competitive industry, a marketing department tries to stand out with increasingly aggressive campaigns. After early successes, saturation sets in. The message loses impact, and employees become demotivated by repetition. Creativity disappears. The breakdown is both creative and moral, caused by a lack of reflection and renewal.

6. An employee who had performed well for years suddenly loses motivation without clear signs. Energy drops, mistakes increase, deadlines are missed. Conversations yield little. Only later it becomes clear that long-term pressure, lack of

recognition, and personal concerns led to a mental breakdown. Support and coaching initiate recovery.

7. A company in the tech industry relies too long on a once-successful formula. While the market evolves, they stick with existing products. Innovation dries up and talent leaves. The breakdown becomes visible only when competitors gain market share. A lack of self-reflection and adaptability led to stagnation.

8. After a merger, confusion arises within an organization about structure, roles, and responsibilities. Leaders avoid decisive action, and employees feel disoriented. Cooperation falters. The collective breakdown results from unclear communication and a lack of direction. Recovery only comes when new frameworks and clear expectations are established.

9. A company faces a scandal involving ethical conduct. Management responds defensively rather than transparently. Reputation damage follows, along with internal distrust and customer loss. The breakdown is both moral and managerial: the inability to act honestly in time worsens the impact of the crisis.

10. A fast-growing digital scale-up fails to develop solid internal processes. Everything revolves around speed, improvisation, and individual effort. When key people drop out or leave, the structure collapses. The breakdown is organizational. Only after restructuring is stability regained.

## **Conclusion**

A breakdown is a human and organizational phenomenon that can occur at both the individual and collective level. Just as in draughts, a strong player can collapse under pressure, fatigue, or miscalculation. In business, similar setbacks often stem from structural overload, lack of recovery, or absence of reflection.

A breakdown does not automatically mean failure. It can be a turning point — if recognized and taken seriously. By evaluating in time, applying resources, and initiating dialogue, space for recovery emerges. In many cases, a temporary breakdown becomes the starting point for deeper change, innovation, or improved collaboration.

Those who learn from breakdowns strengthen resilience. And those who build resilience recover faster and grow more sustainably. On the draughts board as in the boardroom, the ability to bounce back after a breakdown says more than the ability to remain flawless.

## 1.9 Deligence

Calmness gives you peace, freedom, good mood, and a feeling of carefreeness. It is truly the foundation, the starting point from which you can live a pleasant life. Nature is calm. Your true nature is calm. A certain calm is needed to concentrate well. Many draughts players have learned to maintain their calm so that the opponent can never see what is truly going through their mind. In fact, many of them don't even hear the noise around them during their game and are completely in control of the situation. In that respect I think of the Roman Seneca:

“The pagan noise that comes from the stadium towards me does not affect my calm, but forces me to think: How many practice physical culture and how few practice mental culture. How many come to these trivial spectacles and how small is the crowd at cultural exercises. How impoverished in spirit is our idolized biceps aristocracy!”

Calmness is certainly necessary to bring a game to a good conclusion. In the fragment below we see the difference between two great players, the Frenchman Dr. Alfred Molimard and the Dutchman Jack de Haas, in terms of calmness:

In the 10th game Molimard had the advantage from the start, which continued to grow, until he failed to make the decisive move that would have brought him victory, and the game ended in a draw. We assume that the so-needed calm sometimes eludes the likeable Frenchman. This is evident in his entire person. In difficult moments he becomes somewhat nervous and repeatedly changes posture. De Haas, on the other hand, is unflappable; one can hardly tell whether he is in time trouble or in a difficult position. As said, Molimard

proved a worthy opponent for De Haas, although he lacked his great calm.



**Dr. Alfred Molimard and Jack de Haas, 1912**

J. W. Van Dartelen gives his opinion regarding Dr. Alfred Molimard's style in the 1928 world championship and says it was almost on par with that of Herman de Jongh. According to him, Dr. Molimard was also a true positional player, but had the disadvantage of being very nervous and easily discouraged. It was Dr. Molimard's third world championship match, so he had enough tournament experience, yet the fact that after 1922 he had no opportunity to play strong opponents made it difficult for him to adapt to modern playing styles. The time is past when, on 33-28, only 18-23 is the right move! Still, it is beautiful that, so out of his busy practice and placed in the middle of the tournament, he still shared second prize with Herman de Jongh. This proves that Dr. Molimard was still a first-rank master, although in our view his style is somewhat conservative.

The calmness of the Russian players was noted by John van den Borst, who revealed the differences compared to the Dutch draughts players:

They are colder-blooded and have a better tournament attitude.

### **1.9.1 Business**

In the draughts game, calmness is an essential element. Especially in moments of great pressure—such as time trouble or a tactically threatening situation—the ability to remain calm often determines the difference between loss and victory. Calmness allows a player to think clearly, consider alternatives, and resist making impulsive moves. It is not passivity, but a form of inner control.

In business life too, calmness is invaluable. In challenging situations such as a sudden crisis, a complex negotiation, or a looming conflict, it comes down to the ability to stay composed. Calmness makes it possible to maintain perspective, listen, act wisely, and not be overwhelmed by emotions. Especially leaders, managers, and other key figures are judged in such moments on their capacity for balance and composure.

Below are ten typical situations where calmness plays a critical role in the business world.

1.-During a crisis meeting about a data breach within an organization, panic spreads through the team. Incoming messages from customers and press cause unrest. One of the leaders remains calm, structures the discussion, and sets priorities. Thanks to this

calm approach, clarity emerges and the damage is limited. Calmness acts here as a guiding anchor in a storm.



2.-In an important negotiation on an international partnership, unexpected terms are introduced. An impulsive reaction could derail the negotiation. The representative takes a short pause, regains composure, and asks clarification questions. The calm demeanor fosters renewed trust and eventually leads to a favorable agreement.

3.-A marketing team works under severe time pressure on a campaign. Disagreement arises over the chosen strategy. While some get lost in accusations, one team member remains calm and focuses on substance. By calmly organizing the arguments and continuing the conversation in an open tone, a solution emerges without escalation.

4.-During a board meeting, a critical report on internal culture is unexpectedly presented. The atmosphere becomes tense, defensive reactions follow. One board member decides to remain calm, acknowledges the seriousness of the document, and proposes using the feedback as a basis for improvement. This calm approach avoids defensive reflexes and opens a path to constructive action.

5.-An experienced manager receives an unexpected request from the executive board to justify a strategic decision within 24 hours. Rather than panicking, this person steps back, gathers the right people, and creates a concise analysis. The calm approach results in a thoughtful response valued by the board.

6.-A young entrepreneur, during a live interview, faces critical questions about recent business decisions. Instead of being drawn into a defensive stance, she remains composed and factual. The calmness and transparency build trust with the audience and shift the tone of the exchange. Calmness here is a communicative strength.

7.-At an important product launch, something technical fails just before the event. While stress spreads among staff, the responsible person opts for calm: tasks are redistributed, customer contact carefully followed up, and the audience informed truthfully. Through calm leadership, trust remains intact despite the setback.

8.-During an international video conference, technical issues arise. Some participants react in frustration, while the presiding professional stays calm, informs participants, and offers practical solutions. The meeting resumes with renewed focus.



The composed demeanor prevents further disruption and saves the session.

9.-In an organizational change process, employees show resistance. Leadership chooses not to push or implement hastily, but opts for a calm, phased approach. By listening, repeating, and allowing room for objections, trust builds. Calmness here leads to sustainable acceptance of change.

10.-A company becomes involved in a legal dispute. Media attention increases, shareholders become worried. Instead of letting panic arise, the board communicates calmly, transparently, and regularly. This approach ensures stability internally and externally. The projected calmness prevents greater damage to reputation and relationships.

## **Conclusion**

Calmness is a valuable and often underestimated strength in both draughts and business life. In the game, calmness allows a player to think precisely under pressure. In business, it prevents hastily made decisions, escalations, and reputational harm. In both domains, the victor is not the loudest or fastest, but the one who keeps a cool head under pressure.

Calmness is not absence of feeling, but mastery over it. It enables individuals to act with clarity even when the environment is turbulent. In an era of constant stimuli, high expectations, and rapid responses, calmness increasingly becomes a distinguishing capability. Those who maintain it make a difference—on the board, in the boardroom, and beyond.

## 1.10 Character Development

Practicing the game of draughts cultivates sporting qualities and human virtues.

The 22-year-old student from Leeuwarden, Hendrik van der Zee, was in 1989 one of the strongest draughts players in the Netherlands, and he had his own view on the character of a good player:

"If you want to play draughts well, you must be incredibly precise. You must also have complete control over yourself during a match. Draughts is, above all, a battle with yourself."



**Hendrik van der Zee, 1987**  
**Wikipedia, Rob Croes for Anefo, Nationaal Archief**

The general match director, Mr. De Kruyff, who was a bank director in Utrecht, once said:

“This is the beauty of the game — assessing your opponent. Play a few games against someone and you’ll learn a great deal about their character — whether they’re aggressive or thoughtful, ambitious or conservative.”

In Senegal, we see Africans playing draughts in market squares on worn-out boards, shouting and muttering incantations. Professional players rely on intuition and usually have a good understanding of their opponent:

“To win, you must understand your opponent’s character, because the game reflects the character.”

The life paths of chess players Alekhine and Euwe proved that science asserted itself both alongside and within chess. That art, in a refined sense, also made its presence known was evident to all. And if education is also to be understood as upbringing and character formation, then chess certainly has its place — where intuition, perseverance, tactical and strategic insight, and self-control are indispensable and come to fruition.

Many studies have been conducted on the value of chess lessons. All research shows that chess instruction has a positive effect on academic performance and character development in children. The Dutch psychologist Karel van Delft is one of the researchers who found that chess lessons have positive effects — cognitively, socially, and emotionally.

### **1.10.1 Business**

In draughts, character development becomes visible in how a player deals with winning, losing, pressure, and perseverance. An experienced player gradually learns to cope with setbacks, remains humble after victory, and does not lose focus during stress or fatigue. Thus, the game is not only an exercise in strategy but also a formative activity that develops inner qualities such as discipline, patience, resilience, and self-awareness.

Character development also plays a crucial role in the business world. Leadership, reliability, decisiveness, and resilience are not accidental gifts, but traits formed through experience — often under difficult circumstances. An organizational culture that supports character development fosters sustainable performance, responsible behavior, and ethical conduct. Character becomes visible in behavior under pressure, in interactions with others, and in choices made when there are no easy answers.

The following examples show how character development manifests itself at different levels within business:

1.-A young employee makes a mistake with significant financial consequences. Instead of hiding it or blaming others, they choose openness. This choice doesn't lead to dismissal but earns respect. The experience marks a turning point in their professional attitude. By taking responsibility, character grows — reliability becomes a core value from that moment on.

2.-A project manager faces a team conflict that hinders progress. Rather than look away or intervene abruptly, all parties are carefully heard. Patience, empathy, and emotional control are called upon. This process strengthens leadership character — not through control, but through connection.



3.-During a merger, an executive must address laid-off employees. Instead of hiding behind formal statements, they speak with sincerity and vulnerability. This courageous choice resonates with employees, even in hardship. The character formed here centers on integrity and human dignity.

4.-A professional refuses a task involving questionable ethics, despite pressure from a supervisor and the promise of profit. The decision causes temporary tension within the organization, but long-term trust in the individual grows. Character development becomes evident in staying true to one's convictions — even at the expense of convenience.

5.-After a failed product launch, the responsible team receives harsh criticism from the board. Instead of becoming defensive, they choose reflection and collaboration. By not avoiding disappointment but using it as a learning opportunity, resilience and cooperation are strengthened. This approach becomes the foundation for future success.

6.-An experienced employee is asked to mentor a younger colleague. Initial resistance arises — time is short, priorities lie elsewhere. Yet the decision is made to take the mentorship seriously. The process leads to growth not only in the mentee but also to personal depth in the mentor. Leadership as a character trait is developed in practice.

7.-During a period of financial uncertainty, there is a tendency to cut back on vulnerable departments. A manager argues for the continuation of social programs, despite shareholder pressure. The choice may not be the most efficient in the short term but is the most humane. This decision strengthens the organization's character as a whole.

8.-A leader notices a pattern of impatience and detachment during busy periods. Instead of justifying the behavior, they seek coaching. Through self-awareness and a willingness to change, character

development is actively encouraged. The result is stronger, more empathetic leadership.

9.-An organization faces public criticism over a past campaign. Rather than defend themselves, they listen, take responsibility, and implement improvements. This attitude requires courage and humility. The collective character of the organization visibly changes — openness and the capacity to learn take precedence over image and pride.

10.-During a strategic reorientation, a long-term plan is proposed that will only bear fruit in five years. Some board members push for quick results; others choose sustainable growth. The advocate for the long term demonstrates not only vision but also perseverance and faith in shared values. Character formation is seen in the ability to remain steadfast without forcing.

## **Conclusion**

Character development is not an abstract concept, but a process that takes place in everyday life — both on the draughts board and in the business context. In draughts, character emerges through learning to deal with tension, mistakes, and the desire to win. In business, character is shaped by ethical dilemmas, interpersonal challenges, leadership moments, and the experience of setbacks.

These examples show that character development not only strengthens individuals but also makes organizations more humane, trustworthy, and sustainable. The ability to stay on course in difficult times, to remain honest when it's not easy, and to

take responsibility — these are not innate traits, but the fruits of a maturing process.

In a world where speed, performance, and visibility often take priority, character is the quiet force that makes a long-term difference. Just as in draughts it's not the fastest player who wins, but the one who best understands what truly matters, the same is true in business: character forms the core of credible leadership and lasting collaboration.



## 1.11 Composure

Molimard, trained by Bonnard—who may once have been the most brilliant tactical player—was able to scoff at the traps laid by Weiss. In perfect mental calm, with composure, temperament, endurance, and without any prejudice or the habits of routine that so often cloud the minds of masters, Molimard searched for the best positional move. In this, he was unparalleled. His play was a forced path to victory, but invisible to most spectators. It only became clear to them at the moment when the opponent seemed to make an error, even though the fatal sequence of forced moves had begun ten moves earlier. As with so many artists, it is the fate of the positional player to be truly appreciated only by an elite. All of Molimard's theory was distilled into living analysis. He was a marvelous combination of theory and practice.

The first world championship draughts match was held in Paris between Marius Fabre and Maurice Raichenbach. Raichenbach, with White, opened with 33–28, but Fabre, apparently unwilling to play a Dutch opening, immediately exchanged with 17–22 and 11x22. After 3. 39–33, 6–11, White played 34–30 and 30–25, leading to a well-known type of game: flank play versus central play. In the middlegame, Fabre dismantled his central formation and directed all available attacking pieces against Raichenbach's short wing. The struggle became very sharp, and even the smallest error would have been decisive. Raichenbach's position in particular was precarious. However, the Polish master defended with great composure, and the game ended in a well-balanced draw after a deeply calculated sacrifice by

Raichenbach. A remarkable detail: Fabre, who usually plays very quickly, needed all his time in this game and had only five minutes left for six moves during the second hour.



**Maurice Raichenbach – Marius Fabre**

In the final two games of the Fabre–Raichenbach match, Raichenbach managed to fend off the fierce attacks of the French champion. Thanks to an earlier victory, Raichenbach became world champion. Although his title was not universally recognized (notably not by the Netherlands), Raichenbach nonetheless achieved something any draughts player would be proud of: he handed Fabre—who had previously only been defeated in a match by Springer—his first match loss. A remarkable result, especially considering that the Polish champion was only eighteen years old (he would turn nineteen in May 1934). Particularly in the ninth game, Fabre played offensively from start to finish, heavily

targeting Raichenbach's long wing. But the young Pole defended himself with his usual composure, and the Frenchman never got the chance to turn his positional advantage into more. The game ended in a draw on the 35th move. The tenth game featured an opening in which Raichenbach (Black) forced a major exchange in the middlegame. The resulting position was so clear that no surprises were expected. The large audience, however, continued to hope against better judgment. But the miracle they hoped for never came, and Raichenbach calmly secured the draw, winning the match.

### **1.11.1 Business**

Composure is a crucial quality in draughts. Especially when the tension is high—under time pressure, in complex combinations, or after unexpected moves—composure makes all the difference. A player who can remain calm under pressure retains a clear overview, analyzes logically, and makes the right decisions without being swayed by emotion. In this sense, composure is not coldness, but inner stability that prevents panic or rash responses from undermining the game.

In the business world, too, composure is of great value. In times of crisis, public pressure, negotiations, or sudden change, the ability to remain calm is essential. Composed decision-makers are guided not by fear or indignation, but by facts, insight, and long-term interests. This quality especially stands out when circumstances are unpredictable or hostile, and when immediate action

is required even though not all the information is yet available.

The following examples show how composure manifests in various business situations:

1.-During a live interview, a company executive is confronted with an unexpected accusation. Where many would respond with anger or denial, the individual remains calm, poses a counter-question, and emphasizes the importance of facts. This composed attitude prevents escalation and opens the door to a more nuanced continuation.

2.-A team leader is fiercely criticized during a board meeting for a strategic decision. Instead of becoming defensive or withdrawing, the leader calmly explains the reasoning, including the risks involved. Speaking with a steady voice and staying focused on content brings calm back to the discussion and earns renewed respect.

3.-During a major stock exchange transaction, a documentation error suddenly comes to light. The team panics, but the responsible manager calls for a brief moment of silence, redistributes tasks, and sets clear priorities. Thanks to this composed intervention, the process is completed on time.

4.-A customer becomes loudly upset in a public setting. The employee on duty stays calm, acknowledges the frustration, and calmly works toward a solution. By not reacting emotionally but remaining in control, the situation is turned around. The customer calms down, and the incident is contained.

5.-During an international business trip, an important document goes missing. Panic spreads among the group. One individual keeps a clear head, retraces the day's steps, and contacts key people. Thanks to this composed approach, the document is recovered, and the business meeting proceeds as planned.



6.-A young company suddenly faces negative media attention due to a misunderstood statement by the founder. Social media pressure mounts quickly. Instead of rushing into a statement, the communications team opts for a calm, thoughtful message that explains the context. Composure helps prevent greater damage and even fosters understanding in public opinion.

7.-In the midst of investment negotiations worth millions, the other party unexpectedly changes the terms. The company's representative doesn't react impulsively but asks for time to confer internally. By avoiding an emotional trap, room is created to

renegotiate strategically. The deal is eventually completed—under improved conditions.

8.-An employee is faced with a sudden termination meeting. Instead of giving in to emotion, the individual asks questions, requests written clarification, and focuses on next steps. This composed response is later cited as the reason for a positive reference, despite the difficult circumstances.

9.-During a cyberattack, chaos erupts in the IT department. System alerts are coming from all directions. One specialist remains calm, shuts down the right connections, implements temporary emergency protocols, and informs management. By acting according to plan and not panicking, serious damage is averted.

10.-During a shareholders' meeting, uproar arises over alleged conflicts of interest. A board member is addressed directly. Rather than freezing or responding emotionally, they clearly explain the facts and reference available documentation. Calm and transparent communication restores trust in the process.

## **Conclusion**

Composure is not cold detachment, but the ability to remain in control under pressure. In draughts, this quality determines who stays in charge when the situation gets chaotic. In business, it is an essential trait of leaders, professionals, and teams faced with criticism, uncertainty, or rapid change.

What these examples have in common is that composure prevents decisions from being made out

of panic, pride, or impulse. It allows for clear thinking, professional behavior, and the ability to keep the bigger picture in view. Often, it's not the most brilliant strategy or the greatest knowledge that prevails—but the ability to stay calm when others become restless.

Composure can be developed—through experience, through self-awareness, and by deliberately creating calm even in tense moments. In both games and business, the following holds true: those who keep a cool head, keep the initiative. And those who keep the initiative, can steer even difficult situations toward success.

## 1.12 Newspaper Reports

I can't play chess and I can't play draughts. Yet I prefer chess over draughts. Strange, isn't it? Could it be because I find Timman more likeable than Sijbrands?



**Jan Timman**  
(Wikipedia – Anefo - Nationaal Archief)

No, I like them both equally. Two great minds with more than just computational capacity. Two large bodies that show a love for more than just deep



thinking. Two gentle giants, each with an exceptional talent. And yet, the chess player appeals to me more. Could it be because chess is more global? Also, not the case. The popularity of a sport means little to me. Even more beautiful than chess or draughts is the Elfstedentocht, and that's nothing more than a national craze. It's not because Timman is better than Sijbrands either. The draughts player has a significantly greater chance of becoming world champion. No, it must have something to do with the accessibility of newspaper reports. In chess reports, I feel like it's total warfare. Weak knights, strong bishops, isolated pawns, raging rooks, dominant queens, fleeing kings—there is always imagery that grips even the layman by the throat. In draughts, I have to wade through meaningless numeric variations. No deadly threats, no poisoned traps, no burning boards. Yet draughts experts tell me their sport is full of fake sacrifices, escape routes, encirclements, chokeholds. But then why don't they write about it that way? And why do those boys end in a draw so often?

### **1.12.1 Business**

In the game of draughts, newspaper reports have for decades been an essential part of documentation, reflection, and promotion. They are not only records of matches and tournaments but also provide insights into strategies, error analysis, and player character. The tone of the report, the depth of analysis, and the context in which games are discussed contribute to the reputation of players and the history of the game.

In business as well, reports—in newspapers, trade journals, or digital media—play a powerful role. They can make or break an organization’s reputation, shed new light on policy decisions, or influence public opinion. Unlike internal reports, newspaper articles are widely distributed, often with journalistic interpretation, requiring extra attention to transparency, strategy, and media policy.

The following scenarios illustrate how newspaper reporting can have a broad impact in the business world.

1.-A newly founded innovative company is positively featured in a national newspaper due to a sustainable product. The report includes interviews, background information, and photos of the team. This visibility leads to growing interest from investors and partners. The newspaper report acts as a reputation accelerator, far more effective than a marketing campaign.

2.-During a labor dispute between the management of a manufacturing company and its staff, a regional newspaper publishes a one-sided report portraying the management as harsh and distant. Public opinion shifts, although the real situation is more complex. This example shows how a newspaper report can deeply influence public perception, with direct consequences for trust and morale.

3.-A financial newspaper publishes a detailed article about a boardroom change at a publicly traded company. Although internal communication is still ongoing, the report immediately impacts the stock price. The speed at which news spreads via newspapers or digital platforms makes proactive media strategy essential.

4.-After a major hacking incident, an extensive report appears about the digital vulnerabilities of a healthcare institution. Besides technical details, it also highlights personal consequences. The newspaper report forces the organization into public accountability and accelerates investments in cybersecurity. Here, reporting serves as an external trigger for internal improvement.



5.-An opinion piece in a business newspaper praises the leadership style of a female top executive who

combines transparency, empathy, and results-oriented thinking. The article leads to invitations for panels, interviews, and board positions. The newspaper report not only strengthens an individual's reputation but also sparks societal debate on inclusion at the top.

6.-An article in a weekly paper emphasizes the environmental damage caused by a chemical company. The report accuses the company not only of pollution but also of poor communication. Public trust declines. A journalistically well-founded report can compel companies to revise policies and communication strategies.

7.-A regional report highlights a successful social initiative by a construction company in collaboration with local youth. The article includes testimonials and visuals of tangible results. This positive media attention strengthens public support for the company and leads to new contracts from the government.

8.-An anonymous source within an international bank reveals internal pressure and burnout among staff. A business newspaper publishes the story under the headline "Bankers on the Edge." Although management officially denies it, the report leads to an internal investigation and a restructuring of the work environment. The influence of well-researched journalism is clearly felt here.

9.-A retrospective feature in a Saturday supplement of a national newspaper highlights the growth and failures of a family business over fifty years. By focusing on the human story, recognition and sympathy for the entrepreneurship arise, even where

mistakes were made. This newspaper report serves as both tribute and learning tool.

10.-An opinionated report in an international newspaper questions the ethical aspects of technology development at a leading software company. The combination of facts, analysis, and moral reflection sparks broad debate in the industry and is picked up by other media. In this case, the report acts as a starting point for ethical reconsideration within and beyond the company.

## **Conclusion**

Newspaper reports, whether in the world of draughts or business, serve a purpose far beyond simple documentation. In draughts, they record games, explain decisions, and honor masters. In business, they document achievements and failures, but most importantly, they influence perception, reputation, and direction.

In an age where information circulates rapidly and news has instant impact, organizations must not only respond to reporting but also understand and strategically approach it. The power of a good newspaper report lies in its combination of facts, context, and public reach.

Those who recognize the importance of honest and nuanced journalism can use the media as a mirror, a learning tool, and even an ally. Just as a draughts player learns from newspaper analysis after a match, so too can a business grow by understanding how it is publicly perceived. Newspaper reports are thus not just records of what happened, but signals of what matters.

## 1.13 Critical Thinking

As early as 1971, Mr. H. A. J. Nap presented a thesis for the final exam of the Christian Pedagogical Academy in Ede. The thesis was intended, among other things, for teachers who wanted to introduce checkers at school—specifically in primary education. The following interesting points were discussed:

- a. It should focus on the self-development of students (not being discouraged by difficulties; perseverance; not giving up easily).
- b. It should cultivate interest in culture.
- c. It should help students gain insight (focus on essence, weighing information).
- d. It should promote students' productivity (daring to trust one's own judgment, sense of responsibility).
- f. It should foster students' decision-making ability.
- g. It should develop critical thinking, objectivity, open-mindedness, and a sense of relativity.
- h. It should enhance adaptability, precision, neatness, and orderliness.
- i. It should be oriented towards structured and systematic approaches.
- j. It should promote simplicity, conciseness, and clarity. Students should become accustomed to effectively consulting sources of information.

Anderson, in a lengthy article on the solidity of Grandmaster Keller's play, also emphasized the importance of critical thinking fostered through checker columns:

"By studying checker columns, a player can follow the developments in important matches through a few numerical references. Game commentaries by top players quickly spread knowledge to a wider audience. Additionally, a developing player gains broader perspective by comparing columns from different publications. Confronting various—naturally not always

matching—opinions sharpens their critical thinking; one of the most vital qualities of a successful player."

Chess is currently a mandatory subject in school curricula in nearly thirty countries. In Russia, chess has been part of the school curriculum for over forty years. Russian adolescents are encouraged to play from a very young age, which likely enhances their problem-solving and reasoning skills. Recently, chess lessons have been gaining popularity in many private primary and secondary schools in Abuja, Nigeria, due to their usefulness in fostering creativity and entrepreneurial thinking.

The evidence is undeniable; chess research has consistently shown the same results for decades. Playing chess promotes critical thinking skills, improves concentration and perseverance, and develops the ability to devise creative solutions to problems.



Schaken in Nigeria  
<https://www.phnompenhpost.com>

Chess or checkers is an excellent medium to demonstrate the concept of critical thinking. During a game, a player must formulate an offensive or defensive plan. This involves not only reflecting on how similar problems were previously solved (searching a database of prior knowledge), but also systematically examining possible combinations of moves and evaluating each line. The process is a mental exercise in which pieces are imagined moving from square to square, while the player reflects on positional characteristics in order to produce a reasoned outcome (a move). This is precisely the definition of critical thinking.

### **1.13.1 Business**

In checkers, critical thinking is a fundamental skill. Every move requires evaluation: does the plan make sense, is there deception involved, what are the risks, and what are the long-term consequences? A player who relies only on intuition or routine risks falling into simple traps. Critical thinking enables players not only to evaluate their own reasoning but also to anticipate the intentions and pitfalls of their opponent. It is part of strategic insight, analysis, and decision-making.

Critical thinking plays an equally essential role in business. In a world full of information, interests, expectations, and pressure, the ability to assess viewpoints, weigh arguments, and make decisions based on more than assumptions is indispensable. Critical thinking prevents groupthink, shallow analysis, and blind adherence to trends. Companies



that learn to critically assess their processes, their markets, and their assumptions are better equipped to innovate, manage risks, and act with integrity.

The examples below illustrate how critical thinking is applied at various levels in business and why it is such an essential skill.

1.-In a strategy meeting, a consultant presents a proposal that initially seems appealing. One of the attending managers questions the sources of the assumptions and potential blind spots in the model. This critical stance sparks a substantive discussion that leads to revisions of the proposal. As a result, the final strategy becomes more robust and realistic.

2.-During a job interview, a candidate claims to have achieved impressive results in a previous role. The recruiter decides to probe further into the circumstances, the metrics, and the context. This critical approach reveals that the numbers were framed misleadingly. Thanks to this process, a misjudgment is avoided.

3.-A marketing campaign is centered around the theme of sustainability. However, an employee points out that the production process of the promoted product is not environmentally friendly. Rather than ignoring the criticism, the campaign is revised. This individual's critical thinking prevents reputational damage and results in a more credible brand position.

4.-A board member receives a glowing report on company culture from an external agency. Instead of accepting it at face value, they inquire about the research design, sample size, and employee involvement. This critical inquiry reveals that certain

departments were not included. A follow-up investigation provides a more nuanced view, enabling targeted actions.

5.-During the rollout of a new software tool, issues arise. The vendor claims user error is to blame. An IT manager poses critical questions about compatibility and testing. Digging deeper, they uncover a programming error. Here, critical thinking leads to both a solution and improved collaboration with the supplier.

6.-In a brainstorming session, someone suggests an idea similar to a previously failed project. A team member recalls the pitfalls of that past initiative and brings them up. Thanks to this critical memory, the idea is not immediately dismissed, but adjusted based on prior lessons—preventing a repeat of past mistakes.

7.-A company's annual report shows increased profits. A financial analyst questions how the profits were generated. Further investigation reveals that the gains stem from one-time asset sales rather than sustainable growth. By critically examining figures and context, an overly optimistic picture is corrected.

8.-A manager receives a complaint about alleged discriminatory behavior within a department. Rather than reacting emotionally or relying on personal loyalties, they choose an objective analysis: who was present, what are the facts, what patterns exist? This critical and methodical approach leads to a fair resolution and strengthens trust within the team.

9.-A company is considering merging with a foreign partner. The proposal looks attractive on paper. However, an executive raises concerns about cultural

differences, integration risks, and power dynamics. This critical analysis slows the process, but ultimately prevents a strategic failure. Critical thinking proves vital for long-term viability.



10.-An intern presents a market research conclusion based on 20 completed surveys. The supervisor appreciates the initiative but asks questions about validity, representativeness, and bias. This critical conversation teaches the intern the importance of methodological thinking, even in small-scale

projects, thus improving the quality of the learning experience.

## **Conclusion**

Critical thinking is not about negativity or distrust, but about taking responsibility for the quality of decision-making. In checkers, it helps players avoid superficial traps, anticipate their opponents, and stay intellectually sharp. In business, critical thinking enables organizations to look beyond the surface, identify risks in time, and act both ethically and strategically.

The examples show that critical thinking occurs at every level: from boardroom to shop floor, from strategic mergers to everyday communication. It is a skill that leads not only to better outcomes but also fosters professional maturity, transparency, and a learning mindset. In environments where speed, opinion, and pressure often dominate, critical thinking serves as a counterbalance: the ability to pause, investigate, and question before taking action. It is a quality that not only protects against error but also opens the path to innovation, collaboration, and trust.

## **1.14 Learning Ability**

Chess is both a game and an educational tool for teaching skills. It is a powerful thinking game that teaches a child how to use critical reasoning and how to improve memory. Chess is entertaining and fun, and people of all ages can enjoy the benefits it brings. While chess used to be mainly played by adults, schools have increasingly recognised the developmental advantages it offers to children.

In recent years, chess instruction has been offered as a compulsory elective in some kindergartens, while others do not offer it at all. Some children also attend chess clubs outside of school. Chess is seen as a game of intelligence, and its effects on individuals have been the subject of many studies. One such study was conducted to investigate whether chess training has any impact on children's creativity and theory of mind skills. A total of 87 children participated in the study, including 41 who received chess instruction (average age 67.9 months) and 46 who did not (average age 68.46 months). Results showed that children who received chess instruction scored higher in both creative thinking and theory of mind tests than those who did not, and the differences were statistically significant.

In conclusion, children in the sample group showed no differences in terms of cognitive, language, socio-emotional or psychomotor development, but the creative thinking and theory of mind skills of the children who played chess differed significantly from those of the other children. Chess appears to support the development of these specific abilities. Therefore, offering chess instruction as a subject in all schools

and for all age groups could foster children's development in many areas. Children with a particular interest in chess can also join chess clubs. If a follow-up study is conducted using a pre- and post-test model, more detailed information can be gathered on the effects of chess on theory of mind and creative thinking performance in both chess-playing and non-chess-playing children.



**Eric van Reem and Jesús Medina Molina  
(Chessbase)**

It has also been shown that playing chess helps children become calmer, think more clearly, and learn more effectively. According to Jesús Medina Molina, chess is very beneficial for learning ability. His daughter Alyssa had difficulty with mathematics, which improved after he taught her to play chess. Today, we know that chess, among many other benefits, can enhance learning performance and academic achievement. Some players report that chess helps them in their daily lives. Beyond supporting the development of transferable skills,

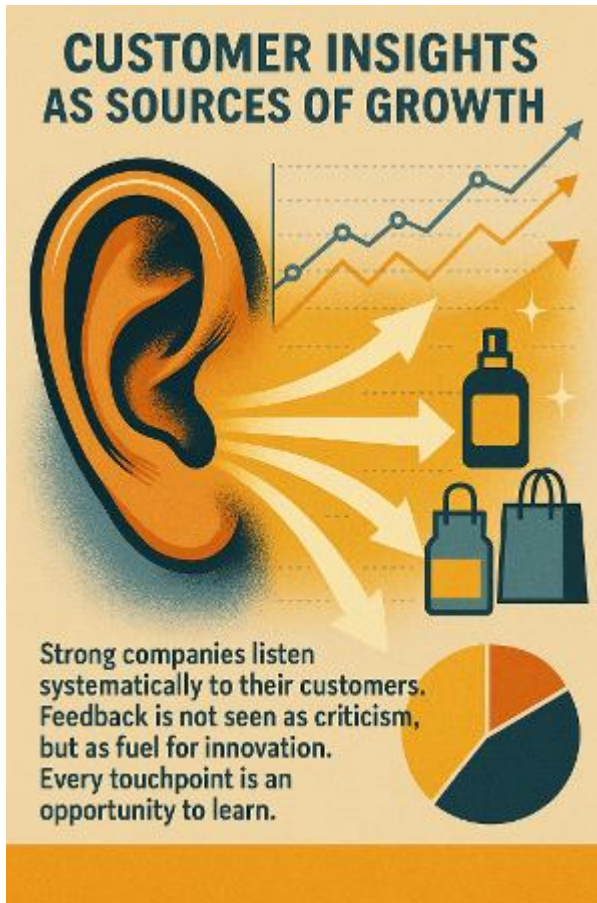
chess can also bring personal weaknesses to light—issues one may not have been previously aware of. By working intentionally on these within the context of chess study, a person can sometimes achieve substantial mental growth.

### **1.14.1 Business**

In draughts, the ability to learn is of inestimable value. A player who cannot learn from previous games, understand new openings, or anticipate opponents' tactics is unlikely to rise to the top. It involves the capacity to absorb complex information, develop strategic insights, and apply this knowledge effectively in evolving situations on the board. This principle of ongoing development and adaptability—so essential to success in the world of draughts—finds a clear parallel, and even a magnified significance, in the dynamic landscape of business. In this context, learning ability is not merely a desirable trait but a fundamental requirement for survival, growth, and innovation. It enables both organisations and individuals to anticipate change, adapt to new circumstances, and maintain a competitive edge in an increasingly complex global economy.

1.-First and foremost, learning ability is expressed in the continuous tracking of market trends and industry developments. Companies that proactively study and understand new technologies, shifting consumer preferences, and macroeconomic changes can respond faster and adjust their strategies to remain relevant and seize new opportunities. This requires a systematic approach to gathering,

analysing, and interpreting external data—a process that must be continuously refined.



2. A second key aspect is the ability to learn from both success and failure. Organisations that thoroughly evaluate their projects, products, and processes—regardless of outcome—create a culture of continuous improvement. This means analysing both victories and setbacks to determine what factors contributed to the results, allowing them to replicate positive elements and avoid pitfalls in the future. It



requires the willingness to confront uncomfortable truths and to draw valuable lessons from them.

3.- Third, learning ability is crucial for understanding customers. Successful companies invest in discovering the deeper needs, pain points, and desires of their customers. By implementing active feedback loops and analysing customer data, they learn how to better tailor their products and services to expectations, leading to increased satisfaction and loyalty. This iterative process of listening, adjusting, and re-listening is essential for sustainable growth.

4.- A fourth point concerns the development of new skills and competencies within the workforce. With the rapid pace of technological advancement and changing labour market demands, it is vital for companies to invest in employee training and development. This includes not only technical abilities, but also soft skills like problem-solving, critical thinking, and creativity—essential for adaptability and innovation.

5.- Fifth is learning from competitors and best practices. Through benchmarking and analysing the strategies of successful competitors, organisations can gain valuable insights into effective operations, marketing approaches, and product development. This is not about blind imitation, but about filtering relevant lessons that can be adapted to their own context.

6.- A sixth element of learning ability is adaptation to changing laws and regulations. In an increasingly complex legal and ethical environment, companies must continuously learn and adjust to new standards and societal expectations. This requires a proactive attitude towards compliance and corporate social

responsibility, with learning being key to preventing reputational damage and legal penalties.

7.- Seventh, learning ability encompasses the development of resilience and adaptability in the face of unexpected events. Recent global crises have shown how important it is for organisations to learn quickly and respond effectively to disruptions. This means developing flexible structures, engaging in scenario planning, and being capable of swiftly formulating new strategies during times of uncertainty.

8.- The eighth point highlights the importance of knowledge sharing and internal communication. A learning organisation builds systems and a culture in which knowledge and insights are freely shared across departments and teams. This avoids “reinventing the wheel” and ensures that lessons learned in one part of the organisation benefit the whole.

9.- A ninth aspect is the iterative development of products and services. Rather than aiming for a one-time perfect launch, companies increasingly rely on trial and error, quick prototyping, and constant adjustments based on user feedback. This ‘agile’ learning process minimises risk and accelerates innovation cycles and time-to-market.

10.- Finally, learning ability is vital for developing strategic foresight. This means not only reacting to the present but also anticipating future developments and potential disruptions. It involves detecting “weak signals” and acting on them—a process that requires deep learning in the areas of environmental analysis and pattern recognition.

## **Conclusion**

These ten points paint a picture of learning ability as a comprehensive and dynamic capability in the business world. It is a trait that permeates every role and every level within an organisation, from individual employees to senior leadership. Embracing a culture of continuous learning and adaptation is no longer optional—it is an absolute necessity for any organisation striving for sustainable success and long-term relevance in the 21st century. Just as the draughts player must constantly explore new strategies to outsmart their opponent, businesses must demonstrate an ongoing hunger for knowledge and improvement.

## 1.15 Reading Skills

Articles on educational and psychological studies explore the benefits of chess for children. These articles demonstrate that chess can improve reading, memory, language, and math skills, among many other competencies. The power of chess or checkers as a learning tool lies in the fact that it stimulates children's minds and helps them build these skills while having fun. As a result, children develop into more critical thinkers, better problem-solvers, and more independent decision-makers.



**School Checkers – The Game of Draughts 0802**  
**Photos: Foto van Dijk-Huizenga / [www.uwfotograaf.com](http://www.uwfotograaf.com)**

A solid foundational knowledge and understanding of language is essential for participating in society—both now and in the future. However, the reading skills of our youth are in a troubling state. In the PISA study, the international assessment of 15-year-olds' reading proficiency, the Netherlands dropped from 15th to 26th place out of 77 countries in 2018. Chess significantly enhances mathematical abilities, as players must always apply a specific sequence of

moves involving mathematical thinking. It also improves reading comprehension—studies have shown that chess players read better than non-players. Moreover, playing this board game regularly, especially from a young age, can significantly increase one's IQ.

I cannot resist mentioning a passage from 1973 that highlights the success of a school in Stavenisse:

On the evening of Thursday, February 22, more than one hundred parents attended a presentation on level-based reading instruction at the Public Primary School—a modern reading method that had already been implemented for several years. Pupils were tested on their reading ability and then placed into one of five level groups (designated by the colors yellow, gray, green, blue, and red). Within each level group, students were divided into groups of three, with an additional group leader. The group leader was a student who had scored in the red level—the highest. Together, the four students would read a level-appropriate text and discuss the difficulties they encountered. Under this system, strong readers from second grade might end up in a group with children from third or even fourth grade. Naturally, students could also be placed in a lower group. Parents sat with their child(ren)'s reading group and enthusiastically participated. After the reading demonstration, questions were raised regarding the pros and cons of the system.

To learn effectively, children need peace and a stable home environment. But how many children lack that today? In the past, chess or checkers was learned at home; nowadays, this should ideally be taught in schools. More than ever, children are used to getting what they want and only doing what they enjoy. So how do they develop perseverance?

### **1.15.1 Business**

In checkers, as in chess, reading skills play an unexpectedly crucial role. This doesn't refer to reading letters and words in the traditional sense, but rather to the ability to "read" the board. It involves interpreting the current position, discerning the opponent's intentions, recognizing patterns, and anticipating future moves. A strong checkers player can "read" deep combinations and assess their implications, sometimes several moves ahead. This ability to quickly and accurately interpret complex visual and strategic information is fundamental to success.

This refined form of "reading"—the analysis and understanding of complex systems—has a direct and essential parallel in the business world, where the ability to decode and interpret diverse forms of information is a decisive factor for effective decision-making and strategic insight.

1.-First, reading skills in business are crucial for understanding complex contracts and legal documents. Companies must be able to accurately interpret the nuances of agreements, licenses, and regulations to minimize risks, comprehend obligations, and protect their interests. A misinterpretation can lead to significant financial losses or legal complications. This demands a high degree of precision and attention to detail when reading.

2.-Second, reading skills are essential for analyzing financial reports and figures. The ability to "read" annual reports, profit and loss statements, and

balance sheets allows decision-makers to assess an organization's financial health, identify trends, and make informed investment choices. This goes beyond simply viewing numbers—it involves understanding the underlying economic realities they reflect.

3.-Third, reading skills are vital for interpreting market research reports and consumer data. To develop effective marketing strategies and innovate products, companies must be able to read and analyze detailed research findings on consumer behavior, market trends, and competitive analysis. This helps identify opportunities and respond to changing customer needs.

4.-Fourth, reading technical documentation and manuals is crucial. In industries involving complex technologies—such as IT, engineering, or manufacturing—employees must be able to read and apply technical texts, specifications, and protocols to ensure operational efficiency and product quality.

5.-Fifth, reading skills include decoding non-verbal communication and body language during negotiations. While this isn't "reading" in the traditional textual sense, it involves interpreting signals. Experienced businesspeople can "read" unspoken intentions, doubts, or agreement through posture, facial expressions, and gestures—offering a significant advantage in complex negotiations.

6.-Sixth, reading skills encompass interpreting complex data visualizations and dashboards. In today's data-driven world, large volumes of information are often presented via graphs, diagrams, and interactive dashboards. Effectively "reading" these visual formats allows leaders to

quickly gain insight into performance, deviations, and key KPIs.



7.-Seventh, reading skills also involve understanding organizational structure and company culture. This means “reading” the unwritten rules, power dynamics, informal communication lines, and values that characterize a company. Such insights are essential for effective collaboration, navigating internal politics, and implementing change.

8.-Eighth, reading news articles, industry publications, and economic reports is vital. The ability to quickly filter relevant information from a



sea of external publications helps businesses stay informed about macroeconomic developments, political shifts, and industry innovations that can impact operations.

9.-Ninth, interpreting employee feedback and evaluations is a vital form of reading. Being able to “read between the lines” during performance reviews, satisfaction surveys, or informal conversations helps managers understand their team’s needs, concerns, and areas for growth—essential for fostering a positive work environment and retaining talent.

10.-Finally, reading skills are crucial for understanding the dynamics of a market or ecosystem. This includes “reading” interactions between different players, companies’ strategic positioning, and shifts in the competitive landscape. It’s the ability to see interdependencies and hidden patterns within a complex market.

## **Conclusion**

These ten points make it clear that reading skills in the business world go far beyond literary interpretation. They represent the foundational ability to decode, analyze, and interpret various forms of information—whether written, numerical, visual, or contextual—to arrive at deep insights and sound decisions.

Just like a skilled checkers player who reads the board thoroughly to determine the best move, effective leadership and management in today’s increasingly complex business world rely on a refined reading ability. The more advanced a

person's—or an organization's—capacity for "reading," the more likely they are to succeed and remain resilient in the competitive landscape of modern business.

## 1.16 Listening Ability

In chess, it has already been concluded that this mental sport improves listening ability, and naturally, this also applies to the game of draughts. This quality is still in its infancy in draughts, as there is virtually nothing to be found about it. I can therefore only speak from personal experience when it comes to draughts. In that respect, I remember the years 1961–1963, which I spent every Sunday afternoon with Willem Zomerdijk, the son of Anton Zomerdijk who was once champion of the Netherlands. For many years, Willem Zomerdijk belonged to the strongest players of draughts club Aris de Heer, and he was particularly good at classical play. My father was less good, as he preferred flank play. That is why my father advised me to learn Zomerdijk's classical style of play. That's how I came to sit with Zomerdijk every Sunday afternoon, who patiently taught me many things, and in that way, I became a good listener, because I really wanted to become a strong draughts player, and I could learn a lot from Willem. This experience is, of course, not enough to quickly claim that playing draughts makes someone a good listener, as such a statement must be scientifically substantiated. Therefore, I will try to mention various points that I encountered on this topic.

Good listening is perhaps also related to disciplined players, and in this regard, an article in *Het Damspel* is relevant, of which I will only reproduce a part:

We far too often observe that those clubs, in which a number of people of approximately equal playing strength constantly bicker for first place, make the least

progress. Clubs where Mr. A. does not want to participate in the competition because he believes that Mr. B. should not be ranked above him; where Mr. C. is not tolerated as an instructor because Mr. D. thinks he could do just as well—in short, clubs where there is so little mutual appreciation that no one tolerates another above them, will always suffer from the negative influence of this in tournaments and will never occupy a prominent position among propagandists. The V.A.D. has always been preserved from these negative influences. At the V.A.D., there is a healthy club discipline, and in all the years the author has been a member of the V.A.D., he has not encountered a case where individuals, once assigned to a team by the committee appointed by the board, were not satisfied with this. And if there was ever a mild protest, the leadership stood firm, and persons who protested regularly died a slow but certain death in this club, in the form of resignation, separation, or otherwise. When the leadership orders that games must be played at such and such a time, on such and such a day, the entire team is present, and if someone is absent, the obstacles are mostly insurmountable. When De Haas gives a course, even the strongest player sits beside him and listens to what he has to say. If small groups are formed in the form of courses, each led by one of the top players, each top player has authority within his group, and none of the attendees believes that he need not listen as carefully to his leader because he is not De Haas.

In 1971, Ton Sijbrands was not yet world champion, but for several years he was in contact with Grandmaster Reinier Cees Keller, who passed on to him some secrets and systems of draughts. At the time, it was already written that Sijbrands was a good listener:

Draughts player Ton Sijbrands is a calm talker. Almost unusually composed for a 21-year-old ("yes, just turned. On December 15"). He speaks deliberately in a low voice. More often, he is just listening. "I got that from playing draughts. You appreciate it when someone keeps quiet during a game. Every sound is disturbing, after all. That makes you talk less yourself."



**Thanks to Dr. Diego Rodríguez – France**

Chess (Draughts) is a game that teaches a child patience and willpower. It improves a child's ability to interact with their opponent, albeit in a silent way. This increases self-confidence and self-worth and makes one a good listener. Listening can make a significant contribution to improving interpersonal skills and help in business negotiations.

And to become a good listener, one must have a great deal of patience. Dale Carnegie once stated: "You can make more friends in two weeks by becoming a good listener than you can in two years by trying to get people interested in you." Self-centeredness is a definite turnoff in a relationship. David Schwartz added: "Big people monopolize the listening. Small people monopolize the talking."

Listening is also an important skill that children can learn by playing board games. Children often do not listen to what others are saying. For some, listening may seem like an easy skill, but it requires practice. While playing board games, children must listen to the rules of the game and even to other players playing the same game. So, by playing board games, children can significantly improve their listening skills.

Professor Michael W. Purdy has written extensively about “listening,” and his observations are worth studying.

We have observed the importance of effective listening and examined factors that can improve individual listening ability. However, before we can listen to others (interpersonal listening), we must first be able to listen to ourselves (intrapersonal listening). The following section explores specific examples of what we mean by listening to yourself and demonstrates how listening to our body, dreams, and self-talk can make us better communicators.

### **1.16.1 Business**

In draughts, as in many other mind sports, listening ability is a term that may sound paradoxical, as no sound is produced. Yet it is essential. A skilled draughts player constantly “listens” to the board: paying attention to the silent signals of the opponent, the threats that arise, the opportunities that present themselves, and the subtle changes in position. It involves the ability to decode unspoken information, to “hear” what the course of play is trying to convey. This deep insight into dynamics and intentions, gained through attentive observation and analysis, is

directly transferable to the complex world of business. In this context, listening ability is far from silent; it is an active and essential skill that forms the basis of effective communication, strong relationships, and well-considered decisions. It is the key to understanding needs, resolving conflicts, and forging successful collaborations.

1.-First and foremost, listening ability manifests in business in attentively absorbing customer feedback. Companies that truly listen to the suggestions, complaints, and needs of their customers can improve their products and services, increase customer satisfaction, and build loyalty. This requires active feedback mechanisms and a genuine willingness to embrace criticism as an opportunity for growth. It goes beyond just hearing; it is about understanding the underlying drivers.

2.-Secondly, listening ability is crucial in understanding the expectations and viewpoints of stakeholders. Whether it involves shareholders, suppliers, or regulatory bodies, effective interaction requires a deep understanding of their interests and concerns. The ability to truly absorb their perspectives, even when they diverge from one's own, is essential for building trust and navigating complex relationships.

3.-A third important point is actively listening to employees and teams within the organization. Leaders who are open to the ideas, concerns, and expertise of their staff create an inclusive and productive work environment. This contributes to higher engagement, innovation, and faster identification of internal bottlenecks or opportunities. "Listening" to the organizational culture and team wellbeing is crucial in this regard.

4.-A fourth facet is the ability to detect unwritten signals and non-verbal communication. Just as a draughts player “reads” the board, an experienced businessperson listens to body language, intonation, and unspoken messages during meetings, negotiations, or presentations. This helps assess moods, identify hidden agendas, and respond more effectively in delicate situations.



5.-The fifth point involves picking up signals from the market and the broader economy. This is “listening” to economic indicators, political shifts, technological breakthroughs, and socio-cultural changes. Companies that recognize these signals early can make strategic adjustments and prepare for future challenges or enter new markets.

6.-A sixth aspect of listening ability is understanding the dynamics in negotiations and conflicts. Effective negotiators and mediators can listen beyond the stated demands; they seek out the underlying needs and interests of all parties. This deep understanding



forms the basis for finding mutually beneficial solutions and de-escalating tensions.

7.-Seventh, listening ability includes the willingness to learn from mistakes and criticism. An organization that critically evaluates its own performance and is open to feedback—both internal and external—demonstrates a high level of listening ability. This enables it to correct quickly, optimize processes, and embrace a culture of continuous improvement, even when the message is uncomfortable.

8.-The eighth point highlights the absorption of advice from external experts and consultants. When a company seeks outside expertise, the effectiveness of that investment directly depends on the organization's listening ability. It involves actively absorbing new perspectives, specialized knowledge, and independent analyses to enrich internal strategies.

9.-A ninth aspect is attentively following discussions on social media and online platforms. In the digital age, "listening" to online sentiment about a brand, product, or sector is vitally important. It allows companies to respond quickly to reputation issues, identify consumer trends, and measure the effectiveness of their digital communication.

10.-Finally, listening ability is crucial for understanding the internal culture and unspoken values within an organization. This is the ability to "hear" which norms and values truly guide behavior, even if they are not explicitly stated. This insight is essential for leadership, change management, and creating an authentic and thriving work environment.

## **Conclusion**

These diverse points underline that listening ability in business is an active and multifaceted skill that goes far beyond simply hearing words. It is the ability to process complex information, both explicit and implicit, and to extract meaningful insights from it. Just as the draughts player deeply “listens” to the silence of the board to determine the next strategic move, in the business world it is the foundation for empathy, strategic intelligence, and the ability to respond flexibly and effectively in an ever-changing environment. Cultivating strong listening ability is therefore an investment that pays off on many levels in the form of stronger relationships, better decisions, and sustainable business success.

## 1.17 Logical Thinking

After a simple math problem and some reflections on the three major mind sports — checkers, chess, and bridge — the chairman of the Northern Chess Federation (NOSBO), Mr. P.R. Dijkhuis from Delfzijl, arrived at several remarkable conclusions. He deliberately ranked these three mind sports in the following order: checkers, chess, bridge. A key characteristic of all mind sports is that they are practiced by people of all ages, “while,” as Mr. Dijkhuis states, “with physical sports you usually drop out between the ages of 30 and 35.” Furthermore, he noted: “All three require certain attributes in order to be practiced well. These are: logical thinking and calculation, memory, tactics and combination skills, strategy, decisiveness, and finally, psychological factors also play a major role. In checkers, logical thinking, calculation, and tactics dominate; in chess, it is strategy; and in bridge, the psychological factor.”

Joop van Oosterom, who in 1979 owned the computer company Volmac, which employed over 600 people and generated an annual turnover of 90 million guilders, invested heavily in mind sports such as checkers. His commentary on mind sports is noteworthy:

“I was once a professional chess player myself, but it was a terrible life. There was no money to be made, which I found to be a societal injustice, as mind sport athletes need to make a living too. I can certainly understand that people find fulfillment in it. They also contribute to the development of logical thinking, and therefore, in my opinion, the government should step in. But as long as that doesn’t happen, there is a role for the business sector.”

“What drives us? We believe that all of these mind sports contain many elements that we also need in our own professional field. And frankly, also out of dissatisfaction with the state of schools and universities, which are falling behind in a dreadful way. They teach students how to deliver nice speeches, but the development of logical thinking is neglected. And that is absolutely essential, especially considering that we are increasingly becoming a computer-based society.”

Five-time world champion Anatoli Gantwarg developed his knowledge, logical reasoning ability, and skills in Russia. His brain churns like a massive calculating machine. "Sometimes thinking becomes such a burden that I envy those who can't think." For Gantwarg, the goal is to suppress emotion. That is the dragon that must be slain. Thinking until you almost go insane.



**Anatoli Gantwarg – Harm Wiersma  
Checkers World Championship Match 1979  
Wikipedia – Anefo – National Archives**

Much research has also been conducted into the benefits of chess for children's brains. It has shown that children who play chess perform better at school in skills such as logical thinking, problem solving, arithmetic, spatial awareness, and concentration.

Mr. Jac. Schoemaker once pointed out the many appealing qualities of checkers, such as concentration, astuteness, and logical thinking. Cultivating these qualities has greater value than for the game alone, as these are the very traits that determine success in social and professional life.

The human brain is divided into two hemispheres: the right and the left, each with specific functions. The left hemisphere is responsible for functions such as arithmetic, strategy, language, rules, rationality, logic, and attention to detail. The right hemisphere, by contrast, governs creativity, imagination, intuition, curiosity, visual recognition, and so on. Readers who have reached this point will undoubtedly recognize the connection between these brain functions and the skills used in chess: strategy, pattern recognition, memory, imagination, and so forth.

According to various scientific studies comparing brain activity during a chess game between a grandmaster and an amateur, the results were surprising.

A study published in *Nature* by Ognjen Admizic from the University of Konstanz (Germany) found that a grandmaster or international master uses the central and parietal cortex of the brain — the area where consolidated memories are stored — while an

amateur mainly uses the middle temporal lobe. But what does that mean?

When a particular position appears on the board, the grandmaster's brain consults its consolidated memory like a lightning-fast database. In just a few seconds, the brain recognizes a similar position and can immediately draw conclusions about the essence of the current situation — even if it's not exactly the same.

In simple terms: a grandmaster continuously compares current positions to previously encountered ones, while an amateur treats each position as new. As a result, an amateur needs much more time to reach the same solution — if they get there at all.

Another study by the University of Electronic Science and Technology of Chengdu (China) showed that grandmasters can suppress certain brain functions associated with “autopilot” thinking. These spontaneous, wandering thoughts are disconnected from the task at hand. By disengaging them, the brain can channel all energy into areas crucial for problem-solving.

### Summary

The more one plays chess, the more active certain brain hemispheres become — or, as explained, both hemispheres may even be activated simultaneously. Whichever hemisphere is engaged, the effect is positive. The speed and efficiency of thought increase.

### In Conclusion

It is important to live life calmly and always think with the left hemisphere, not the right. For when the

right hemisphere — if left unchecked — dominates, it can lead to the Shoah, to tragedy and misery, and even to the possible extinction of the human species.

### **1.17.1 Business**

In checkers, logical thinking is the absolute core of every successful move. A checkers player analyzes the current position, considers the opponent's possible moves, calculates the consequences of each scenario, and then selects the most strategic action. This process is a chain of deduction and induction: drawing conclusions from known information about future possibilities, and deriving general principles from observed patterns. Flawless logical reasoning is essential to avoid pitfalls and outsmart the opponent. This system of thought, fundamental to mind sports, is also a cornerstone of effective functioning in the complex and often unpredictable business world. Where emotions and intuition may sometimes dominate, logical thinking offers a structured framework for tackling problems, making decisions, and formulating robust strategies.

1.- First, logical thinking is essential in analyzing business problems and challenges. Organizations constantly face complex issues, ranging from declining sales figures to inefficient processes. Logical thinking allows these problems to be broken down into smaller, manageable components, to identify cause-and-effect relationships, and to trace issues back to their root causes rather than merely addressing symptoms.

2.- Second, logical reasoning is indispensable in developing strategies and business plans. The process of strategic planning requires setting realistic goals, allocating resources, assessing potential risks, and defining a coherent sequence of steps to achieve desired outcomes. All of this is grounded in a logical flow of thought and the evaluation of various scenarios.

3.- A third important point is the application of logical thinking in financial analysis and budgeting. Creating and managing budgets, forecasting cash flows, and evaluating investment proposals require a deep understanding of numerical relationships and financial principles. Data must be logically combined and assessed to make accurate forecasts and sound spending decisions.

4.- A fourth aspect is the ability to optimize processes and improve efficiency. Logical thinking helps identify bottlenecks in operational workflows, streamline procedures, and eliminate waste. A step-by-step analysis of processes exposes inefficiencies and enables the implementation of logical solutions to enhance productivity.

5.- Fifth is solving customer problems and managing complaints. When customers encounter issues, it is vital to systematically determine the nature of the problem, consider possible causes, and follow a logical sequence of steps to reach a satisfactory resolution. This often involves deductive reasoning, moving from symptom to cause and then to an effective solution.

6.- A sixth aspect of logical thinking is developing marketing and sales tactics. Successfully positioning products or services requires a logical analysis of the



target audience, the competition, and the unique value proposition. Marketing campaigns must be logically structured to deliver a specific message effectively and prompt the desired response.

7.- Seventh, logical reasoning plays a role in assessing risks and developing mitigation strategies. Before making major decisions, potential risks must be logically identified, analyzed for likelihood and impact, and addressed with well-considered countermeasures to limit negative consequences.

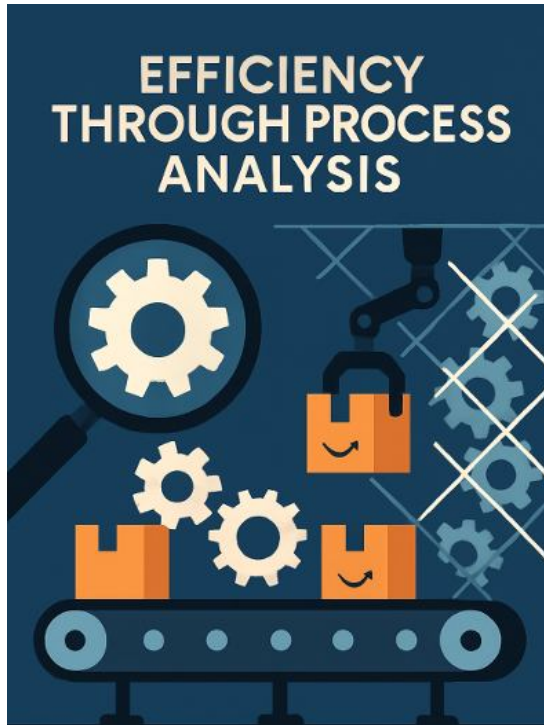
8.- The eighth point emphasizes the importance of logical thinking in interpreting data and drawing reliable conclusions. In a data-driven environment, it is crucial to distinguish correlation from causation, recognize biases, and formulate logically valid insights based on factual data rather than assumptions or prejudices.

9.- A ninth aspect is the use of logic in project management. Successfully completing projects requires logically planning tasks, allocating resources, monitoring progress, and resolving unexpected issues using a structured approach. The project roadmap must be logically coherent to ensure timely and cost-effective delivery.

10.- Finally, logical thinking is fundamental to formulating arguments and persuading others. Whether it is a sales pitch, an internal presentation, or a negotiation, the ability to structure thoughts logically, present evidence, and argue conclusions convincingly is essential for influencing decisions and gaining agreement.

## Conclusion

These ten points illustrate the broad and deep impact of logical thinking in business life. It is a skill that goes far beyond academic exercises; it is a practical competence that contributes to clarity in analysis, effectiveness in planning, and strength in decision-making. Just as a checkers player carefully considers every move to ensure the most logical and advantageous outcome, so must an organization rely on a rational and systematic approach in all its endeavors. The ability to think logically is not merely a characteristic but a decisive factor in achieving success and sustainability in today's competitive and complex business arena.



## 1.18 Marketing

Marketing can be aimed both at acquiring new customers and at building and maintaining customer relationships focused on repeat purchases. Marketing has become a discipline in which identifying needs plays a central role. As a discipline, marketing draws heavily on knowledge developed in other fields such as psychology, sociology, and economics. Through advertising, marketing practice is also related to the creative arts.

Wiersma always tried to organize a match against Sijbrands. Many saw this as an attempt to prove he was stronger than Sijbrands, but in reality, his primary focus was on the financial side. Wiersma had a very businesslike attitude, and for him, a prize fund of ten thousand, for example, was far too low—honor and prestige meant little to him. This was one of the most striking traits of this entrepreneurial Frisian.

Although the nation preferred to view its mind sports athletes as dreamy idealists who paid little attention to the financial realities of life, Wiersma was perceived very differently from an early age. He displayed the characteristics of a small businessman, someone who wanted to make it not only in the game but also in the broader society—both materially and socially.

Remarkably, Wiersma was perfectly fine with being seen this way, and he had no objections to being labeled a "small businessman." He understood that one has to earn a living and was willing to take the

business side of his draughts career seriously—something not everyone in the draughts world did.

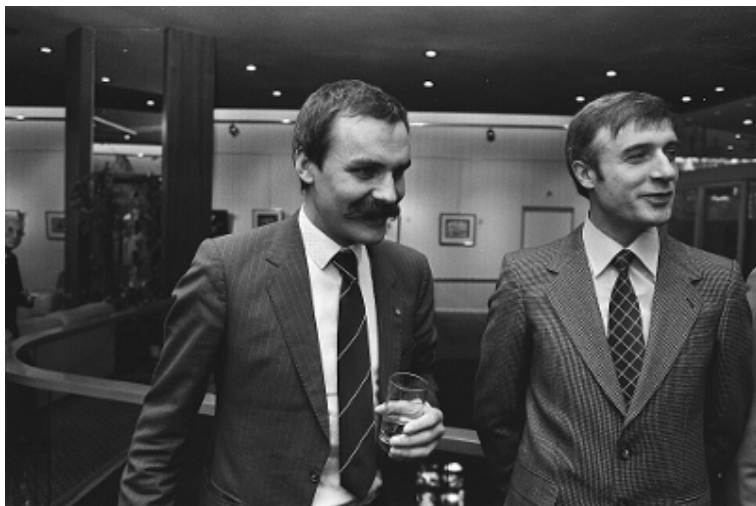
In Wiersma's unique personality, a pragmatic, enterprising spirit merged with his draughts skills, making him not only a strong player but also someone who never lost sight of the commercial aspects of life. These traits formed an intriguing and distinctive aspect of Wiersma as a draughts player—someone who masterfully controlled the pieces on the board while also tackling the challenges of entrepreneurship in the world of draughts.

International Grandmaster Harm Wiersma stands far above other grandmasters, with an exceptional lead that borders on the unbelievable. His capabilities reach far beyond the board—he combines masterful play with unmatched business insight and a broad, insatiable curiosity that spans every imaginable aspect of the wonderfully complex world of draughts. It's as if he inhabits an all-encompassing mental cosmos, his creative spirit blazing through like a comet, constantly striving to elevate draughts to cosmic heights.

Wiersma's statements are like metaphysical gems casting brilliant light on the essence of his quest. "It's not enough to excel in the technical finesse of the game," he proclaims, as he takes us on a journey through the mists of his thoughts. "We must go further, look beyond the horizon of the board, explore new worlds, and create possibilities that allow draughts to blossom like a rare flower in a garden of wonders." These words read like sonnets penned by a master poet revealing the universe's deepest secrets.

His vision embraces the universe—for Wiersma, draughts is not merely a duel between wooden pieces but an epic tale of human emotion, strategic brilliance, and complex thought. He portrays the game as a masterpiece, a lush playground for the mind, a prism producing skills that transcend the game and weave into the very fabric of life.

This vast horizon inspired Wiersma to spark a true revolution in the draughts world. He is an undaunted pioneer, always seeking new ways to open up the game to the world and share its brilliance with an audience as diverse as the stars. His goal goes beyond the game itself—he seeks to raise draughts to an art form that stirs the soul, an intellectual and cultural expression that unites hearts. Draughts, he believes, is the bridge between worlds, the key to enriching lives, and a masterful art of strategy and thought.



**Harm Wiersma – Anatoli Gantwarg  
World Draughts Championship, 1981  
Wikipedia – Anefo – National Archives**

Wiersma's passion for draughts is like a supernova—an explosion of inspiration lighting up the world. He shows that a true grandmaster dominates not just the board but also the heart and soul of the draughts community. His words, like cosmic seals, bear witness to his unparalleled dedication and determination to pass on the flame to future generations—a bright star guiding the way. Harm Wiersma is not merely ahead of other grandmasters—he is a legend, a visionary, a magician of thought, and a glorious ambassador of draughts in all its grandeur and beauty:

The life of a draughts player has some similarities with that of an artist or performer. Name recognition plays a crucial role. There are undoubtedly talented painters who match the greats, but unless the work is by the master himself, few people take interest. While this analogy falters somewhat in draughts—since there are no copyrights on games, which would create a complex situation—there are still similarities. The value of the game, from the players' perspective, can be measured by public interest in an event and by the expectations beforehand.

Just as an artist or performer often must promote themselves, so must a mind sports player. Out of appreciation for their achievements, unexpected opportunities may arise that they were previously unaware of. Awareness is essential for anyone who practices their craft artistically. Someone completely detached from the world might reach great heights, but will never create an ideal atmosphere for inspiration. One must understand what exists in the world, and as long as intelligence and artistic abilities are used effectively, much can be achieved.

Both the artistic world, with its muse, and the mind sports world have their share of otherworldly individuals. Some are more affected by this than others. Still, those captivated by something fascinating will occasionally

seem absent—visiting another world. It's not daydreaming; perhaps we all have a bit of that within us. Being a little "abnormal" isn't a bad thing, because being exactly like most of humanity is not really something to be proud of.

An artist is usually extroverted in the practice of their craft, whereas a creative artist is often introverted and channels their expressiveness through their creative drive. This principle also applies to the grandmaster draughts player.

When viewed plainly, draughts is a form of art. A true lover of art will appreciate the sensitivity, creativity, and concentration involved in producing a game or a problem. Sadly, this beauty is noticed only by a small audience and escapes the attention of many others. That's why we aim to promote draughts as best we can, and players are a vital part of that effort.

However, we are largely dependent on the organization, and a true professional draughts player must get involved when things are not going well. So, reporting, training, coaching, playing, and making contacts and suggestions all fall within the role of the true professional—of which there are few.

## **1.18.1 Business**

Draughts is often considered an intellectual discipline requiring strategy, concentration, and deep analysis. The term 'marketing' is usually associated with commercial activities and business strategies. However, on closer examination, marketing principles can also be applied to the world of draughts. This article explores how marketing concepts can be identified in draughts and how they align with practices in business.

1.-In both draughts and business, positioning is essential. A draughts player must strategically place their pieces to defeat the opponent, while companies must position their products or services to stand out in the market. For example, companies like Apple have positioned their brand as innovative and user-friendly, helping them build a loyal customer base. (source: wired.com)

2.-A successful draughts player analyzes the opponent's moves to determine the best strategy. Similarly, businesses conduct market research to understand customer needs and desires. These analyses allow both players and companies to make informed decisions that lead to success.

3.-In draughts, communication is indirect—a player influences the opponent through moves. In business, communication is more direct via advertisements, social media, and other channels. For example, Coca-Cola used its “Share a Coke” campaign to encourage purchases by personalizing bottles with names, increasing brand engagement.

4.-Every move in draughts has value; some are offensive, others defensive. Businesses create value propositions by offering products or services that meet customer needs. A strong brand offers a clear value proposition that resonates with customers and motivates them to buy.

5.-Maintaining a good position is crucial for winning in draughts. In business, relationship management is essential for customer satisfaction and loyalty. Companies invest in customer service and after-sales support to build long-term relationships. Amazon, for instance, is known for its excellent customer service.



6.-Draughts players must adapt their strategies based on the opponent's moves. Likewise, businesses must innovate and adapt to changing market conditions. Tesla, for example, continuously innovates in the field of electric vehicles to stay competitive.

7.-It's vital in draughts to analyze and respond to the opponent's moves. Businesses conduct competitive analysis to understand how to differentiate themselves in the market. Apple, for instance, has continually improved its products in response to strong competition from Samsung to retain market share.

8.-Each draughts player has a unique style and strategy. In business, branding creates a unique identity for a company. Nike, for example, has built a strong brand that resonates with consumers. Its slogan "Just Do It" is an effective example of branding that inspires motivation and action.

9.-Draughts players must exploit the opponent's weaknesses to be effective. Businesses must be customer-oriented by offering products and services tailored to specific needs. Zappos, for example, is known for its customer-centric approach, placing customer satisfaction at the center of its business model.

10.-The ultimate goal in draughts is to defeat the opponent. In business, the goal is to make a profit and achieve business objectives. Companies measure performance using financial results and customer satisfaction. Microsoft, for example, uses key performance indicators to assess its success.

## **Conclusion**

Although draughts and business may seem like different worlds, they share many fundamental principles. Both require strategic thinking, adaptability, relationship building, and value creation. Understanding and applying marketing concepts within the game of draughts can help players develop more effective strategies. Likewise, companies can benefit from the strategic thinking used in draughts. By recognizing these parallels, both players and businesses can improve performance and achieve success in their respective fields.



## 1.19 Mentally Strong

Many draughts players become mentally very strong. A good example of this is the Dutchman Fred Ivens, who defeated Harm Wiersma in 1989:



**Fred Ivens (Photo: Pim Ras)**

"I'm not the strongest draughts player of RDG/DIO," grins Fred Ivens, who worked as a journalist at Sijthoff Pers. "But they do consider me the most dangerous. I don't rely on my technique, I'm not a special calculator like Jannes van der Wal. He calculates everything that moves. I'm a decisive type, sometimes impulsive, but mentally unbreakable. I keep fighting until I drop. And I never have awe for an opponent. He also has just one head, I always say."

Ivens' self-confidence played a decisive role against Wiersma. "On the 37th move, Harm offered a draw,"

recalls the giant killer with amusement. "That was, psychologically speaking, of course a boost for me. Because a grandmaster doesn't easily do that against a simple player. I then had the guts to reject the offer."

## **The Importance of Coaching in the Draughts World**

In today's draughts world, the role of a coach is invaluable. As previously argued in one of my books, guiding top players is not just a luxury, but a necessity. A coach provides not only strategic support, but above all, mental peace and stability. This is of great importance, as even the most talented draughts player is, at heart, a human being, subject to tension, uncertainties, and mental strain — especially in the context of demanding international tournaments.

Although it is true that participating in prestigious tournaments contributes to mental resilience, it is not self-evident that every player processes this pressure effortlessly. In that respect, a coach serves as a reliable link between the game and the player, someone who can provide both substantive insights and emotional balance. The added value of coaching therefore extends beyond purely tactical aspects: it includes psychological support, preparation for stressful moments, and even guidance in recovering after setbacks.

Let us in this context analyze the experiences of two of the Netherlands' greatest draughts grandmasters: Ton Sijbrands and Harm Wiersma, and in particular their performances during the World Draughts Championship of 1968. In the run-up to this championship, Sijbrands was generally regarded as the strongest player in the world. Yet the expected

result failed to materialize, and Wiersma too was unable to fully realize his great potential in this tournament.

In hindsight, both cases are illustrative of the importance of mental support and professional guidance. Sijbrands, according to various observers, struggled with performance pressure and a lack of inner calm during crucial moments. It is plausible that a coach, attentive to psychological signals, could have made the difference here. Wiersma himself would later confirm in interviews how essential mental balance is to achieving top performances, and in his later career he would adopt a much more businesslike and goal-oriented approach, partly under the influence of professional support.

These examples underline the necessity of not focusing exclusively on technique or calculating ability in top-level draughts, but also paying attention to the player's mental state. Coaching should not only serve as guidance on the board, but also as a mirror and stabilizer off the board. At a time when sports psychology is considered standard in nearly all branches of elite sport, it is only logical that mind sports should embrace this development as well.

Sijbrands reacted as follows to his fourth-place finish at the World Championship in Bolzano this past June: "For me this turned out to be a disappointment, just like the fifth place for Harm Wiersma. We can certainly say that the Dutch failed in this world championship. Perhaps lack of preparation was to blame for this, as well as the lack of support from the federation officials. We should have received much more support. We hardly noticed any sympathy from the federation leaders." Harm completely agreed with Ton. "The preparation could have been much better. Mentally we were not well prepared. We need to become much tougher. How, nobody knows yet." The

most suitable person for the preparation is undoubtedly P. Roozenburg for both of them. Sijbrands explains it as follows: "A man like Keller is also very good, but he has something that Roozenburg does not. He has a much too doctrinaire opinion about the draughts game, and on that point he cannot get along with Harm and me. We are much more aligned with the playing philosophies of Roozenburg. Harm and I want our game to be understood. We can play a very good game, and then someone like Keller can still criticize us in the sense that he disagrees with the game we have played — with the style of play. He perhaps doesn't understand it. Roozenburg is the only one in the Netherlands who could understand our game. You can compare this to an artist. Art can only be understood by an artist." Harm says he has a nice example of that: "Last year, during the championship of Friesland, I played a locking game. I didn't get much out of it then. Everyone told me not to play that style anymore. 'You see what it gets you,' they said. The games in which I did get a lot out of that system — nobody talked about those. They only take the games where you achieved nothing."

### **1.19.1 Business:**

In draughts, mental strength is just as decisive for the outcome as strategic insight. A draughts player may be very talented, but without the mental resilience to perform under pressure, to cope with setbacks, or to maintain focus after a mistake, true greatness will not be achieved. It's about keeping a cool head when tension rises, not losing courage after a missed opportunity, and always believing in the possibility of a turnaround. This inner strength, the discipline to regulate emotions and keep the mind clear, is a direct reflection of what is needed to excel in the dynamic and often demanding world of business. Where the pressure of deadlines,

competition, and financial stakes is constant, mental strength forms the foundation for sustainable success and effective leadership. It enables individuals and organizations to thrive amid challenges and adversity.

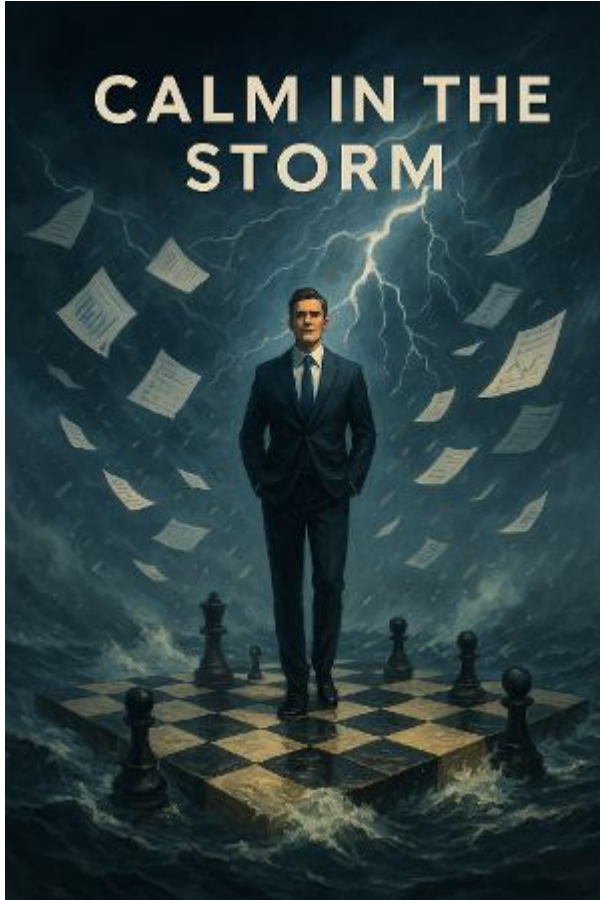
1.-First of all, mental strength is expressed in the ability to perform under pressure and think clearly. In business, decisions are often crucial and must be made quickly in stressful situations, such as financial crises, product launches, or major negotiations. The mentally strong professional remains calm, surveys the situation, and makes well-considered choices, even when the pressure is immense.

2.-Second, mental strength is essential for dealing with setbacks and failures. In the business world, setbacks are inevitable — whether it concerns a failed project, lost clients, or economic recessions. Mentally resilient individuals and teams do not see these events as the end, but as learning moments, and quickly recover to pursue new paths and apply lessons learned.

3.-A third important point is maintaining focus and concentration over extended periods. Business often demands long-term projects, complex analyses, and sustained attention to detail. Mentally strong individuals can resist distractions and delve deeply into tasks for long periods, leading to higher quality work and more efficient results. This is a trait that translates into effective productivity.

4.-A fourth facet is the ability to absorb criticism and constructive feedback. Mentally strong professionals are open to feedback, even when it's uncomfortable, and use it to improve themselves and their performance. They do not see criticism as a personal

attack, but as an opportunity to grow and develop further — a crucial attitude in a learning organization.



5.-The fifth point concerns managing emotions and maintaining objectivity. In high-stakes situations — such as conflicts, negotiations, or presentations — emotions can run high. Mentally strong individuals are able to recognize and regulate their own emotions, and avoid acting impulsively, which results in more rational decision-making and more effective interactions.



6.-A sixth aspect of mental strength is holding on to goals and vision despite resistance or skepticism. Innovative ideas or ambitious projects often face resistance. Mentally resilient leaders believe in their vision and are able to inspire others, overcome obstacles, and stay the course, even when the road seems uncertain or requires significant effort.

7.-Seventh, mental strength includes the willingness to take risks and step outside the comfort zone. Growth and innovation often require taking calculated risks. Mentally strong individuals dare to explore new paths, even when the outcome is uncertain, and are willing to bear the consequences of their decisions — crucial for entrepreneurship and strategic expansion.

8.-The eighth point emphasizes the importance of self-discipline and consistency. Consistently performing tasks, keeping commitments, and maintaining good habits even when motivation is low, reflects mental strength. This discipline is fundamental for building a reliable reputation and achieving long-term goals.

9.-A ninth aspect is the ability to adapt to change and uncertainty. The business landscape is constantly evolving. Mentally strong professionals accept change as a given, adapt quickly to new circumstances, and view uncertainty as an opportunity for flexibility rather than a cause for paralysis.

10.-Finally, mental strength is crucial for developing a positive mindset and resilience under stress. The ability to remain optimistic even in difficult times, and to develop strategies for managing stress, is vital

for both individual health and the productivity and well-being of the organization. This affects the atmosphere and overall performance of a team.

## **Conclusion**

These points illustrate the versatility and deep importance of mental strength in business life. It is not an innate trait, but a set of skills that, just like in draughts, can be developed and strengthened through practice and experience. The organization that invests in the mental resilience of its employees and leaders builds a more robust, innovative, and sustainable foundation. The ability to stay calm under pressure, to overcome setbacks, and to perform consistently is not merely an advantage, but an essential feature of success in today's business environment. Just like the draughts player who masters the most complex positions with a clear mind, mental strength is the key to mastering business challenges.

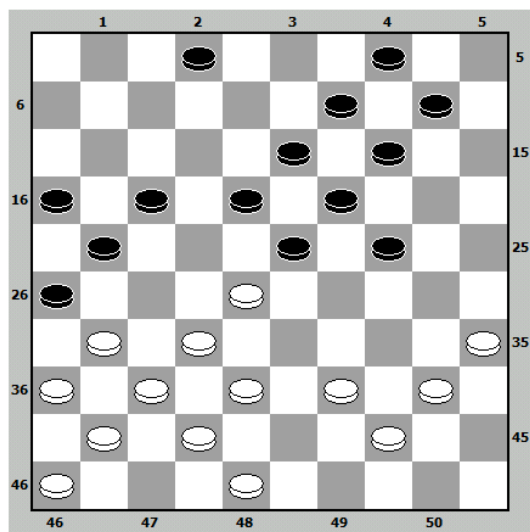
## 1.20 Deception

In draughts, arbitration is particularly difficult due to the many gaps that still exist in the regulations. Furthermore, tournament directors are often accepted “for lack of better”, and it often happens that such an “ordinary man” is too easily influenced by a famous name, which may cause his arbitration to become arbitrary. Especially in situations where some prominent players often “give their man a look.”

Piet Roozenburg recalls an incident in Dordrecht during a round of the 1948 World Championship. The players were deeply engaged in battle when suddenly the lights went out—a power outage at a very unfortunate moment. It took fifteen minutes to fix the issue. Most players returned to the board and resumed play when former world champion, the Frenchman Pierre Ghestem, approached the arbiter and requested an extra thirty minutes of thinking time, as he had been interrupted in the middle of his calculations, lost his concentration, and—according to Roozenburg—had to reorient himself to the position on the board.

*The rules do not provide for light failures, nor for other disturbances. To make matters worse, Ghestem could play a blindfold game just as well as one over the board. He could have continued his calculations even in the dark and was thus advantaged rather than disadvantaged. So what is such a poor arbiter supposed to decide?*

Another example of regulatory difficulties occurred during a club competition game between Raman and A. Ligthart. The position was as follows:



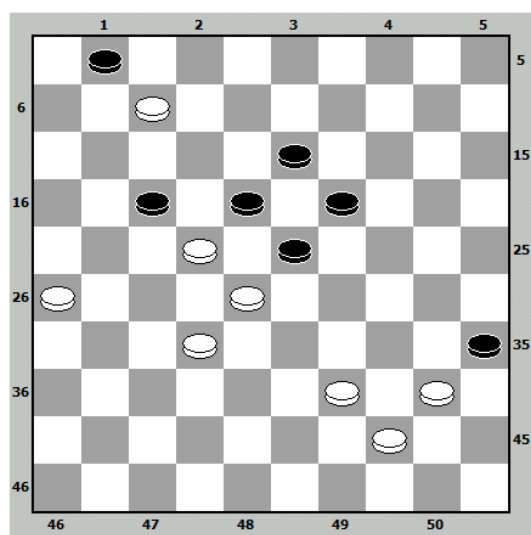
White to move played 1. 40–34, and Black responded without much thought with 17–22! etc. Raman then asked his opponent why he had not accepted the offered piece win, and the opponent replied that it had been a trap. Black wanted the trap demonstrated, upon which White showed the following:

40–34 24–29 (thinking to win a piece). After all, 44–40 seems forced, then 18–22; 39–33 forced; and 2–8 wins a piece. However, White had this riposte: : 1. 40–34 24–29: 2. 35–30! 29x49; 3. 30–24 19x30; 4. 28x8 2x13; 5. 38–33 49x27; 6. 31x11 16x7; 7. 39–34 30x28; 8. 37–31 26x37; 9. 41x1 and wins.

Black was very pleased not to have fallen victim to this devilish combination and, in his emotional reaction, failed to notice that White replaced one piece too few for him—or rather, one too many for

White. After a few moves, the error became apparent. But what can the arbiter do? Absolutely nothing! After all, the rules say: “Every error made remains unchanged once it has been answered by an opponent’s move!” Thus, White won a piece due to an unintentional irregularity. But what if such a thing were done intentionally?

In an irregular manner, the Russian Iser Koeperman (Black) won against Barend Dukel (White) in the 1960 World Championship draughts competition. Was it deception?



This was the dramatic moment. Everyone, of course, immediately sees that in this position, Black must capture 18x38—a multiple jump. Two people in Krasnapolsky—there were hundreds of spectators in the playing hall—did not notice: Koeperman and Dukel. After the jump 1x12, Dukel instantly played 22x11, and the mistake was irreversible, and Dukel lost.

There was nothing more to be done according to the rules, no matter how unsatisfying the course and outcome of the game was for the Dutchman and his (many) supporters. The disappointment was further deepened by the fact that Dukel had earlier (twice, even) missed a winning continuation.

### **1.20.1 Business**

In draughts, deception is a refined but highly effective tactic that can make the difference between victory and defeat. This is not about cheating, but about deliberately creating a false impression for the opponent. A player might simulate a weak flank to provoke an attack, make an innocent-looking move that in fact sets up a deep combination, or use a diversionary tactic to draw attention away from their true intentions. This subtle psychological warfare—aimed at manipulating the opponent’s perception and leading their thinking in the wrong direction—finds a surprisingly close parallel in the complex and competitive world of business.

Here, forms of “deception” manifest in various ways, from strategic marketing tactics to complex financial maneuvers, all intended to gain an advantage by influencing how competitors, customers, or other stakeholders perceive a situation.

#### **1.-Strategic Communication and Marketing Positioning**

Deception in business first manifests in the form of strategic communication and positioning in

marketing. Companies may deliberately highlight certain features of a product or service while downplaying less favorable aspects. This is not lying but careful framing that guides consumer perception to create a particular image or emphasize the superiority of one's offering—sometimes by subtly drawing attention to competitors' weaknesses without outright falsehoods.

## 2.-Financial Reporting and Investor Perception

Secondly, deception is crucial when influencing the stock market or investor perception. Financial deception can occur when companies make results appear more favorable than they are—for example, through creative accounting or selective information disclosure. This can mislead investors about the true financial health of a business, aiming to secure higher valuations or necessary funding.

## 3.-Negotiation Tactics

A third important point is the use of deception in negotiation tactics. In complex negotiations, parties may intentionally send misleading signals about their priorities, “bottom lines,” or alternatives. The goal is to mislead the other party about their true position, making them more likely to concede or agree to terms more favorable to the deceiving party. This requires a subtle game of bluff and misdirection.

## 4.-Product or Brand Naming

A fourth facet involves misleading product or brand names that create a false impression. Sometimes, products are named to suggest certain qualities, origins, or functionalities that do not fully reflect reality. Think of labels like “natural” (when it's hardly so) or “artisanal” for mass-produced goods. This form of deception can steer consumers toward purchases based on false expectations.

## 5.-Strategic Misinformation in Competitive Intelligence

The fifth point concerns the use of deception in competitive analysis and strategic information warfare. Companies may deliberately spread rumors about their own plans (such as a new product launch) to throw competitors off. This can lead to misguided investments or delays among rivals, giving the deceptive company a strategic edge.



## 6.-Concealing Product Weaknesses

A sixth aspect is concealing product or service flaws. While outright lies are legally prohibited, companies may omit or minimize information about limitations, risks, or downsides. This creates an incomplete



picture for consumers, potentially leading to unrealistic expectations and eventual disappointment.

#### 7.-Simulating Urgency or Crisis

Seventh, deception includes simulating a crisis or urgency to force action. In sales or negotiations, a party may create an apparently urgent situation (e.g., “this offer is only valid for X hours” or “stock is nearly gone”) to pressure customers or partners into making decisions quickly, without enough time to properly consider. This is a form of manipulation by creating a false sense of urgency.

#### 8.-Employer Branding and Recruitment

The eighth point highlights deception in employer branding and talent recruitment. Organizations may portray their corporate culture or career advancement opportunities more positively than they truly are, to attract top talent. While this paints a positive picture, it can result in misleading expectations for new hires, potentially leading to dissatisfaction and high turnover.

#### 9.-Lobbying and Political Influence

A ninth aspect is deception in lobbying and political influence. Interest groups may present information in a way that suggests certain policies enjoy broad support or are necessary, while masking the real motives or potential negative consequences. This steers public opinion and policy-making in a desired direction.

#### 10.-Greenwashing and Social Washing

Lastly, there is deception through “greenwashing” or “social washing.” Companies may claim that their products are more environmentally friendly or socially responsible than they really are. Through

clever marketing and strategic imagery, consumers are misled about the true impact of the company—leading to a more positive image without substantive operational change.

## **Conclusion**

These ten points show that deception in business—just like in draughts—is a complex strategic tool aimed at influencing perception and behavior. It often involves crafting an alternative reality where information is selectively chosen, framed, or omitted to gain an advantage. While some forms of deception are ethically questionable or even illegal (such as fraud), many of the examples described above operate within the gray areas of strategic manipulation that remain within legal boundaries. Just as a draughts player misleads their opponent to seize victory, so too do companies in the business world use deceptive tactics to gain a competitive edge. The ability to recognize and see through these forms of deception is thus a critical skill for every player in the business arena.

## 1.21 Failures

Fear of failure is a universal human phenomenon that even top draughts players are not immune to. Even the most experienced players can feel the pressure before an important match. This was poignantly illustrated by Ton Sijbrands, a legendary draughts player, in an interview just before his participation in the 1988 World Championship. About the pressure and the ‘nerves’ leading up to the championship, Sijbrands remarked:

“Everyone around me says it makes no sense to be afraid of failure, but I feel the pressure myself. I often experience that before an important event, even when playing blindfolded draughts. A year and a half ago, I was in Africa for a training camp. I played two games a day against players from Ivory Coast. Four of them had already competed in a World Championship. I didn’t know that beforehand, so I was rather pessimistic. I would have been satisfied with a 50 percent score, but still, I won eight of the twelve games and drew the other four. Even now, I have a bit of that pessimism. For the next two weeks, my wife and I agreed, I won’t read the newspaper.”

Things did not go well for top draughts player Ton Sijbrands. He hadn’t participated in tournaments for about fifteen years and was still among the best in the world, but another world title would remain out of reach. The path of the draughts player inevitably includes failures, and one should get used to that. His first attempt after the 1988 World Championship ended in disappointment. In early 1990, he again failed to defeat Chizhov. Still, his fame remained undiminished. For millions of draughts enthusiasts worldwide, he remained the embodiment of the game – an icon, regardless of the results. Even after a

third failure, the title of “draughts god” would not be taken from him.

His first attempt after the world title in 1988 ended in failure. Earlier this year, he again didn’t manage to beat Chizhov. Despite everything, his millions of fans around the world continue to see him as the ultimate draughts god. Even after a third failure, Ton Sijbrands will not lose that title.

While some draughts players struggle with the fear of failure, Grandmaster Harm Wiersma is known for his persistent and inventive approach. Unlike many, Wiersma is not discouraged by setbacks. He sees failures more as opportunities to innovate—whether to increase the popularity of draughts or to explore new business ventures. His remarkable creativity and unconventional thinking were clearly evident during his world title match against Gantwarg. Regarding his dissatisfaction with the ‘dullness’ of the draughts world and his attempts to change that, people said the following about Wiersma:

“Wiersma is quite bothered by the drabness. That’s why he’s willing to pull some stunts. For example, he did so last year during the two-match series with Rob Clerc in Amsterdam, when he sat at the hundred-square board wearing a tuxedo and an amusingly tall top hat.”

That stunt had little effect.

“I wanted to bring the draughts sport to the attention of a larger audience in that way—and, of course, myself too. Especially the latter failed miserably. Shortly after that match, during a simultaneous exhibition in Dedemsvaart, I was casually introduced as Roel Wiersma.”



**Rob Clerc and Harm Wiersma**  
**Two-match 1978 – Photo: Friedländer**

Failure is often associated with performance failure, with not achieving results or losing a match. But there is also another, more subtle form of failure: when someone simply feels out of place. The feeling of alienation, of not belonging in a particular environment or role, can be deeply affecting – and sometimes even more burdensome than an objective defeat. Such a thing can occur in a draughts game, in a position where one has no grip, but just as easily in everyday life – in an organization, a workplace, or a role. A telling example of this is the experience Harm Wiersma described, which bears striking similarities to a personal memory from 1974. That year, the writer of this story worked as an accountant at one of the Netherlands' 500 largest companies, a Jewish firm with an impressive name and reputation. On

paper, everything was in order: an MBA degree had been completed, the job offered security, status, and a promising career path in business. But internally, it felt different. There was a gap between what was expected and what truly lived inside. The origin lay deeper. As a free spirit from the horticultural world, accustomed to the seasons, open space, and the rhythm of nature, office life felt like a suffocating coat. The mind, shaped by years of passion for the game of draughts, was sharp, creative, and constantly in motion. Ideas and strategies continuously emerged, and the work structure couldn't compete with that. What appeared outwardly as success was inwardly experienced as a quiet form of failure: one was not in the right place, not in the right element. That inner tension was eventually resolved by a switch to business life, where working with natural products better aligned with one's nature and interests. Each day brought something new, in a life full of challenges requiring solutions.

Harm Wiersma experienced something similar. Despite his phenomenal talent and achievements in draughts, he too found himself in situations where the feeling of displacement dominated. Not due to a lack of skill, but because the circumstances did not match his nature. Whether it was certain organizations, the way tournaments were run, or societal roles he was placed into – they didn't suit the free, visionary spirit that drove him. His creativity, strategic insight, and intensity could not fully thrive in a system that felt restrictive.

This kind of failure is harder to capture in numbers or achievements. It cannot be measured by titles or diplomas. Yet it is an experience many people quietly share. The feeling of not belonging in a particular

context – despite apparent success – is just as real as any other obstacle. Perhaps there is a valuable insight in that feeling. For those who feel out of place in a system will eventually seek an environment where they can flourish. It is not a shame to admit that a particular role doesn't fit one's nature. On the contrary, it is a first step toward authenticity. In both draughts and life, it ultimately comes down to remaining true to who you essentially are. Below is what Harm Wiersma told us about his experience:

#### ON WORK

"If you work, you make mistakes. You have to learn to live with that. But there's a difference between one thing and another. When you sit with the same employer for forty years doing the same thing, eventually not much can go wrong anymore. I would personally go insane from that. I once worked in the office of an energy company. Always doing the same things—that became a failure for me. In the end, we spent our days just making up jokes about the job. Crazy, of course, but I laughed like hell. Until I couldn't even do that anymore and simply walked out."

Harm Wiersma was hardly affected by setbacks or failures. With his relentless fighting spirit, shaped by years of tournament battles and rooted in Frisian determination, he pressed on undisturbed. His perseverance was ultimately rewarded with an impressive high point in his career. In 1999, he achieved a brilliant result by surpassing not only Ton Sijbrands, his greatest national rival, but also the strong Russian delegation. He finished as number one at the European Championship, confirming his status as one of the greatest draughts players of his time.

### **1.21.1 Business**

In the game of draughts, as in any competitive discipline, failures are an unavoidable part of the journey to mastery. A missed combination, a misjudgment of the opponent, or a moment of inattention can lead to a painful loss. However, these defeats are not the end; they are crucial learning moments that force a player into self-reflection, analysis, and strategy adjustment. The ability to deal with these failures, learn from them, and show mental resilience to come back stronger distinguishes the true champion from the rest. This dynamic—where failure becomes a catalyst for growth—finds a deep and universal parallel in the complex and demanding world of business. Here, failures are not only inevitable but even essential for innovation, adaptability, and sustainable success. How an organization and its people handle setbacks ultimately determines their resilience and ability to thrive in a competitive market.

1.-Failures in product or service launches. Despite thorough market research and development, new offerings may fail to resonate with the target audience, resulting in significant financial losses and reputational damage. Fear of such failure can stifle innovation, while organizations that learn from these experiences gain valuable insights for future development.

2.-Failure to meet financial goals or budgets. Companies set ambitious sales, profit, or growth targets, but external factors such as economic downturns, unexpected competition, or internal inefficiencies may prevent these goals from being



met. Recognizing such failures and thoroughly analyzing their causes is essential for making realistic adjustments and ensuring long-term financial health.

3.-Failed partnerships or collaborations. Strategic alliances or joint ventures may collapse due to cultural differences, conflicting interests, or operational issues. Fear of this kind of failure can make companies hesitant to engage in necessary partnerships. However, learning from what went wrong can lead to stronger future alliances.



4.-Losing key clients or contracts. In a competitive market, companies can lose major revenue sources to rivals. This can severely impact the organization's

self-image. The fear of such loss may result in risk-averse behavior, but objective analysis of why the client left can reveal improvement points in product, service, or sales strategy.

5.-Failure to keep projects within budget or deadline. Projects often go off course due to unrealistic planning, unforeseen problems, or poor management. Fear of such operational failure may lead to postponement or overly conservative goals. Creating a culture where project overruns are discussed openly allows organizations to learn and improve their project management skills.

6.-Leadership failure to motivate or guide a team. Not every manager fits every role, and leadership mistakes can cause low morale, poor atmosphere, and reduced productivity. Acknowledging such failure, often threatening the leader's self-image, is crucial for personal growth and adjusting leadership styles.

7.-Failure to anticipate market shocks or disruptive technologies. Organizations that grow too comfortable with the status quo and fail to respond to environmental changes can be suddenly disrupted. Fear of the unknown, like embracing new technologies, plays a role here. Embracing a learning mindset, even after missing crucial signals, is key to survival.

8.-Failure in internal communication or cultural integration. Especially in large organizations or post-merger situations, communication barriers and cultural frictions can lead to inefficiency, misunderstandings, and weakened team spirit. Admitting these failures—despite social expectations of a 'perfect' corporate culture—is the first step

toward building a more cohesive and effective organization.

9.-Failure to uphold ethical standards, leading to reputational damage. A company may breach societal norms or legal rules, resulting in scandals, fines, and a serious blow to its image. Though the consequences are severe, it offers a painful yet important lesson about the importance of integrity and accountability.

10.-Failure in personal or professional development paths. Individuals set goals but may falter due to lack of discipline, poor guidance, or external pressures. Fear of such personal failure can lead to avoiding new challenges. Yet by viewing these experiences as opportunities to adjust strategies and build resilience, one can ultimately succeed in their development.

## **Conclusion**

These ten points demonstrate that failures in business are not end points, but rather crucial moments of truth. While fear of the unknown, social expectations, self-image, and financial risks raise legitimate concerns, the way an organization and its people deal with these failures determines their long-term success. By embracing failures as learning opportunities, reducing fear, rethinking definitions of success, seeking social support, and maintaining a positive, growth-oriented mindset, failure can be transformed from a paralyzing obstacle into an essential step toward innovation and sustainable development in the dynamic world of business. Just as the draughts player comes back stronger after a loss, so can a company that learns from its failures grow into a resilient and successful entity.

## 1.22 Motivation

In 1989 it was far from certain that a match between Ton Sijbrands and Anatoly Gantwarg could take place, because the Dutch Draughts Federation could not find a sponsor. Fortunately, Bessel Kok, chairman of the Grandmasters Association (GMA), pledged his support, which allowed the match to be held in Deventer. Both grandmasters had been looking forward to this event for a long time. Gantwarg, who in recent years had given a somewhat faded impression, was now extraordinarily motivated. In March 1988 he had already declared in the magazine *Dammen* that Sijbrands was his great role model:

“His way of playing has brought enormous progress to the game of draughts. To beat him is still something beautiful. With Ton's return, I have found hunger again. He has been my greatest motivation over the past years.”

Marc Kok from Enkhuizen once told us that Piet Roozenburg was an exceptionally talented draughts player. But his greatest strength probably lay in his mental resilience. During his career Roozenburg often had to deal with nasty remarks from his great rival Reinier Keller. Keller's provocative statements irritated his opponent to a high degree, but they also motivated Roozenburg so much that he played some of his best games.

A similar situation occurred at the 1948 World Championship. Midway through the tournament Keller suggested that Van der Staay had thrown his game to Roozenburg. Understandably, this deeply upset Roozenburg and motivated him tremendously to prove who really was the best draughts player in

the world. In the second half of the tournament, Roozenburg gave away only one draw and achieved an extraordinary score of 37 points from 20 games—a feat never again matched—securing his first world title. Keller finished second, nine points behind. Roozenburg had delivered a powerful answer to Keller’s attitude.



**Piet Roozenburg, 1948**

In 1948 Roozenburg was named Sportsman of the Year, leaving behind celebrated names such as Abe Lenstra (football), Piet van de Pol (billiards), and Gerrit Schulte (cycling).

The chief arbiter, Thom Nobbe, once told Jannes van der Wal that he was not allowed to speak with his opponent. Jannes was then playing Issa Traoré in a World Championship held in the Netherlands. Jannes became furious and replied that the arbiter

would do better to attend to the ruckus in the audience rather than reprimanding players for nothing. What had really happened? Jannes's opponent had, for the third time, slightly shifted a piece, and as usual Jannes placed it straight with the remark "j'adoube." Traoré looked at him questioningly, as if to say "Was that piece really so misaligned?" Jannes then joked: "You're not playing in Africa, but in a World Championship." Both knew that in Africa it is common for players to place their pieces haphazardly. In a World Championship Jannes preferred those pieces be placed precisely in the center of squares. Traoré found it funny and said: "Tu as raison—you are right." All of this happened in a very friendly way and was misunderstood by the surroundings. That was all. But the incident cost Jannes one point. Just as the day before against Clerc he had been playing exceptionally well. Until then he had played strong and unusually quickly for him. He was in a very favorable position. Reasonably, one could assume a winning game was underway. Jannes only needed to play reasonably correct moves. After the incident, however, he could absolutely no longer concentrate. Every cough reminded him of the incident. For five moves he took ninety minutes and could not do better than a draw. For the next game he was unable to perform and soon agreed to a draw with Mamina N'dia-ye. His motivation at that point was extremely poor.

From this we can learn that Van der Wal should simply have informed the chief arbiter about the cause of the conversation. Then everything could have been resolved to everyone's satisfaction. He likely did not do this, and oddly enough he couldn't control himself—and it cost him points. This again shows that draughts players must also be mentally very strong so as not to lose their motivation.

The young Lisa Scholtens of Damclub Hoogeveen has a passion for blind draughts, which is uncommon among players. In 1917 she was in her fourth year of Dutch VWO at Greijdanus in Hardenberg. She was already being written about then, and it is clear that she was motivated to play against stronger players:

Besides draughts she listens to a lot of music, plays the piano and enjoys reading books. In that respect, she has a very creative disposition, which also shows in her draughts games. She has a creative, adventurous playing style, which makes her dangerous but also vulnerable. She gets enormous satisfaction from playing against stronger opponents. She can motivate herself optimally then. "I like playing against players who are stronger than I am, because that's where I learn the most and often the games are beautiful." And that motivation is very important; otherwise she makes many mistakes in her games. Optimal preparation suits her well. "I'm in best form if I've slept enough, can concentrate well, and preferably am in a fairly quiet environment. That allows me to think better during the game, and that's very important in draughts."

Entrepreneurs know how to motivate people  
Nothing is as contagious as the enthusiasm of an entrepreneur. The drive, the passion, and the focus alone often inspire many. Here, curiosity plays a role again. They are genuinely curious about people and what moves them, and they know how to bind them quickly—or remove them. Anyone contributing to success is welcome; anyone who doesn't can be shown the exit. A true entrepreneur makes these choices quickly.

### **1.22.1 Business**

In draughts, motivation is a silent but extraordinarily powerful driver. Without the internal urge to win, to understand the next move, or to return to the board after a loss, no player could reach the top. It is the intrinsic desire to excel, the discipline to study for hours, and the resilience to start again after setbacks. This invisible energy that propels a player is equally fundamental in business—if not more so. In a competitive environment where innovation, perseverance, and adaptability are essential, motivation is the fuel that keeps an organization's engine running. It is the internal impulse that inspires individuals and teams to use their full potential and contribute to collective goals. Without sufficient motivation, growth stagnates, productivity declines, and passion for work disappears.

1.-First, motivation is crucial for achieving ambitious goals and projects. Whether launching a new product, entering a new market, or meeting revenue targets, without strong motivation among participants, such ambitions often remain unfulfilled. It is the force that drives teams to persevere despite obstacles and to deliver the extra effort required.

2.-Second, motivation is vital for employee retention and reducing turnover. An organization where employees feel valued and motivated typically has higher retention. This reduces recruitment and training costs and helps maintain institutional knowledge and a stable culture.



3.-Third, motivation enables innovation and creativity. When individuals and teams are intrinsically motivated, they feel freer to think outside the box, take risks, and come up with original solutions to complex problems. This internal drive often powers breakthrough developments and competitive advantage.



4.-Fourth, motivation boosts productivity and process efficiency. Motivated employees are more engaged, focused, and deliver higher quality work. This leads to more efficient operations, fewer mistakes, and higher output, directly benefiting business results.

5.-Fifth, motivation helps overcome setbacks and build resilience. In business, failures and unexpected obstacles are inevitable. High motivation allows individuals and organizations to rise again after setbacks, learn from mistakes, and tackle challenges with renewed vigor.

6.-Sixth, motivation enhances customer satisfaction and relationships. Motivated employees—especially in customer roles—are typically more enthusiastic and service-minded. This positive attitude translates into better customer experiences, boosting reputation and loyalty.

7.-Seventh, motivation fosters personal and professional development. A motivated individual seeks continuous improvement, is willing to learn new skills, and invests in growth. This enriches both the individual and the organization.

8.-Eighth, motivation contributes to a positive culture and team spirit. Motivated people radiate enthusiasm and collaborate better, creating an energetic and supportive environment where individuals feel valued and strive toward success together.

9.-Ninth, motivation aids successful change. Change often meets resistance, but motivated employees are more open to new ideas, processes, and technologies. Their enthusiasm can catalyze acceptance and adoption across the organization.

10.-Finally, motivation is key to attracting top talent and building a strong employer brand. Organizations known for motivated, engaged employees naturally attract more highly qualified candidates. This

supports a positive reputation and sustainable competitive edge in the labor market.

## **Conclusion**

These ten points show that motivation in business is far more than an abstract concept; it's a tangible force with direct, measurable impacts on individual and organizational performance. Just as a draughts player driven by a desire to win, motivation is the invisible engine pushing companies forward. Understanding, cultivating, and sustaining this driving force is not a luxury—it's a strategic necessity. An organization that invests in its people's motivation invests in its own future and its ability to thrive in an ever more complex and demanding business world.

## 1.23 Accuracy

Former world champion Piet Roozenburg once wrote in the Dutch Draughts Federation's journal *Het Damspel*:

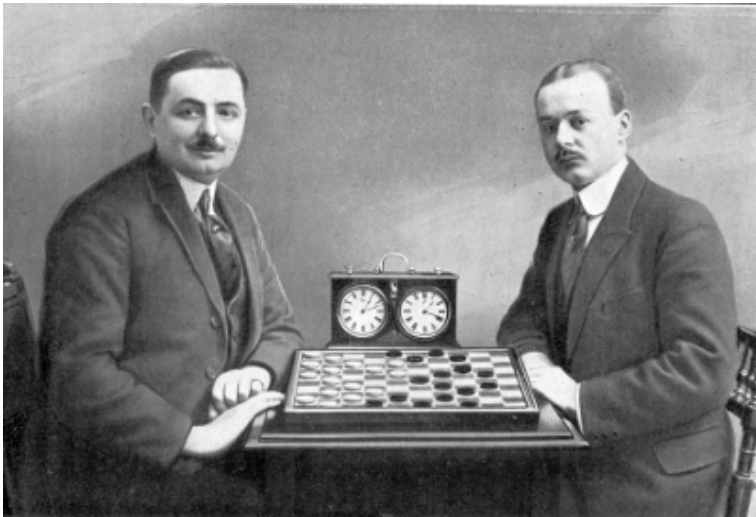
“Strong play, I believe, reveals itself through accuracy: accuracy in assessing positional differences; accuracy in the construction of the position; accuracy in the final phase. It is already quite a challenge to achieve such precision in a single game, let alone throughout a long tournament.”

He was right. That's why playing draughts well is so difficult. That's how it is. A single game can last four hours. Who can use their common sense for four hours straight? Who keeps paying attention to all the subtleties? One small mistake, one tiny misjudgment, one careless move – and the effort of an entire evening is ruined. A chain is only as strong as its weakest link. And the weakest link is weak, even among the strongest draughts players.

Elegant positional manoeuvres still lose out to tactical combinations. A player's strength is often measured by how many moves ahead they can calculate. The realist who claims that the accuracy of calculation is more important than the depth of it receives little attention.

Traditionally, the classical game has been the most commonly played form in draughts. Strangely enough, to this very day it remains evident that this most frequently occurring form of play is often handled thoughtlessly by most players, without any real insight into its deeper nature. As a result, this genre has declined, and modern competitive players

tend to prefer other, more spectacular styles of play such as the Partie Bonnard or the Roozenburg System, while in recent years even the whole and half fortress openings have regained popularity, according to J.M. Bom years ago. He also added that classical play is far — even infinitely — more difficult than other variants. The rules governing classical draughts are numerous and demand the highest possible accuracy as well as a sharply developed sense of discernment.



**Dr. Alfred Molimar – Marcel Bonnard (1922)**

Before continuing, it is useful to recall J.W. van Dartelen, who referenced a particularly apt remark by Manoury on match play:

“The strong player must possess several uncommon qualities. A logical train of thought to judge soundly, and a talent for rapid thinking. A great capacity for comprehension, in order to properly absorb the various positions in a complicated game. He must proceed with wise strategy and not sacrifice solidity for brilliance. Above all, he must possess clarity and accuracy in

imagination to avoid confusion. When the player is calculating a combination, he should no longer see the piece he intends to capture, and conversely, he should envision a man or king where, according to his calculation, one will appear. He must give, capture, move, and reposition the pieces in his mind without touching them – and perform those mental operations as flawlessly as he will soon do on the actual board!”

### **1.23.1 Business**

#### **Introduction**

In draughts, accuracy is an absolute prerequisite for success. A single imprecise move can nullify a strategic advantage, ruin a planned combination, or even result in immediate loss. A draughts player must consider each move carefully, analyse the position in detail, and foresee the exact consequences of every possible action. This means precision in calculation, avoiding hasty decisions, and an unwavering focus on detail. This rigorous approach to accuracy, so essential on the draughts board, has a direct and even broader application in the world of business. In a context where margins are tight, regulations are complex, and reputations are at stake, accuracy is not a luxury but a fundamental pillar of reliability, efficiency, and sustainable success. Even small mistakes can lead to significant financial, operational, and reputational damage.

1.-First and foremost, accuracy is vital in financial reporting and accounting.

Properly recording revenues and expenses, drafting balance sheets and profit-and-loss statements, and complying with tax obligations require the utmost precision. Errors in this domain can lead to fines, audits, and a distorted view of a company's financial

health — which can significantly impact investment decisions and stakeholder relationships.

2.-Secondly, accuracy is crucial in drafting and interpreting contracts and legal documents.

Every clause, every formulation, and every detail in a contract can have far-reaching implications. Legal departments and contract managers must work with extreme precision to ensure that agreements correctly reflect the parties' intentions, cover risks, and comply with applicable laws. A single inaccuracy can result in costly disputes.

3.-A third important point is accuracy in product development and quality control.

Especially in industries like manufacturing, technology, and pharmaceuticals, precision in specifications, measurements, and testing procedures is essential. Delivering products that meet exact requirements and are defect-free ensures customer satisfaction, prevents liability claims, and protects the brand's reputation from damage due to faulty goods.

4.-A fourth aspect is the use of accuracy in data analysis and reporting.

In a data-driven organisation, it is essential that collected data be correct, that analysis be flawless, and that reporting accurately reflect reality. Decisions based on inaccurate data can lead to poor strategic choices, wasted resources, and missed opportunities.

5.-Fifth, accuracy is critical in communication with clients and partners.

Whether it concerns quotations, product specifications, service terms, or instructions, clear and precise communication prevents misunder-

standings and builds trust. Inaccurate or misleading information can lead to dissatisfied customers, legal complications, or a damaged reputation.

6.-A sixth aspect of accuracy lies in inventory management and logistics processes.

Precisely tracking inventory levels, planning transport routes, and coordinating deliveries all require high accuracy. Errors in this process can lead to shortages or overstocking, delays, increased operational costs, and dissatisfied customers.



7.-Seventh, accuracy is essential in performing compliance checks and audits.

Organisations must adhere to a complex web of laws, regulations, and industry standards. A meticulous and detailed review of regulatory compliance is necessary to avoid fines, legal sanctions, and reputational harm.

8.-The eighth point highlights the importance of careful handling of personal and sensitive data.



With increasingly strict privacy regulations such as the GDPR, accurate processing of sensitive data is crucial. Mistakes in data protection can result in massive fines and a serious breach of trust with customers and employees.

9.-A ninth aspect is the precision required in developing and implementing IT systems and software.

Even a small error in code or system configuration can lead to major disruptions, security vulnerabilities, or data loss. Accuracy in every stage of the software development cycle is therefore essential to ensure operational continuity.

10.-Finally, accuracy is essential for conducting market research and competitive analysis.

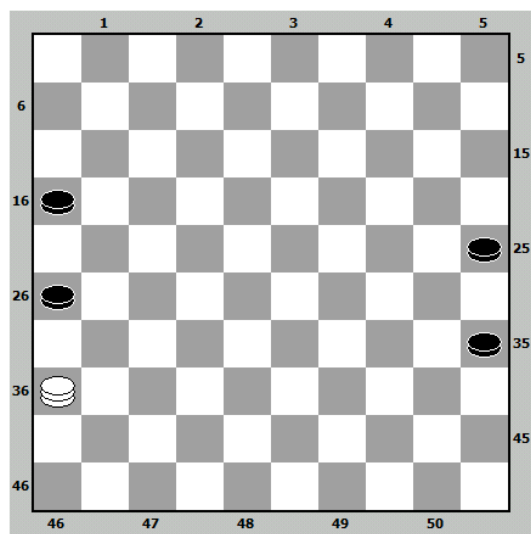
Collecting accurate data on the market, analysing competitors' strategies, and forming reliable insights require a detailed and error-free approach. Inaccurate market information can lead to incorrect strategic positioning and missed opportunities.

## **Conclusion**

These ten points illustrate the all-encompassing and indispensable role of accuracy in business. It is a fundamental trait that ensures the reliability of processes, the quality of products and services, and the integrity of financial and legal operations. Just as a draughts player uses utmost precision to force a winning combination, accuracy in the business world is the key to avoiding costly errors, building a solid reputation, and achieving sustainable success in a competitive and detail-oriented environment. Cultivating a culture of accuracy is therefore a direct investment in an organisation's resilience and its future performance.

## 1.24 Curiosity

Many experienced players would expect that in the above position, White should eventually lose. Black, after all, has his pieces safely tucked away in the corners, and therefore does not have to fear an attack from a white king. He can (with the utmost caution, of course) transport his pieces one by one to the king's row. The end result, well-known to every draughts player, is that White will be hopelessly lost with a king against four pieces. That is why, without a doubt, any experienced player well-versed in the intricacies of the endgame will feel curious to know how White can manage to force a draw here.



Endgame by M. Bertin – France. White to play and draw.

## **Solution:**

1.36-18 16-21

[1...25-30 2.18-12 26-31 3.12-26 31-36  
4.26-48]

2.18-13 35-40 3.13-35 40-45

4.35-49

Experiments bear the mark of a search for new paths, an expansion of our knowledge of the world in which we live, but also from which we seek moments of escape. While this is certainly true for science, this human "curiosity" appeals even more to the imagination when it finds expression in one's hobbies. Perhaps nowhere are the wanderings of the human mind into unknown realms more wondrous than in the seemingly simple game of draughts. To the layman (and many players of other mind sports!), it still appears to be just a trivial game, comparable to basic card games. However, for those who make the effort to delve deeper into the secrets of this board game, it becomes an inexhaustible source from which both intellect and imagination can drink without restraint, according to J.M. Bom.

Bèr ten Haaf, a draughts player from Maastricht, shares a similar view about curiosity in the game:

"For me, draughts is a passion barely kept in check. If I could have made a living from it, I would have devoted all my time to it. The appeal of the game lies in the fact that you'll never fully unravel all its secrets. Human capacity is limited, while the possibilities of the game are limitless. Driven by curiosity and a desire for knowledge, you keep discovering new elements in the game. And to your amazement, you succeed. This never-ending amazement makes me addicted to the sport. I believe that in this society, which can be quite rough, people need to occasionally take a mental shower. Draughts is like a pool

into which you can fully immerse yourself. In that moment, you're entirely removed from daily reality — though it's not meant as an escape."



**Bèr ten Haaf (Toernooibase)**

### **1.24.1 Business**

In draughts, curiosity is a less obvious, but nonetheless fundamental trait of a successful player. It is the unquenchable thirst for knowledge about the game: why does a particular opening work or not? What are the hidden tactics behind an opponent's seemingly simple move? How should unfamiliar positions be approached? This intrinsic need to understand, to explore, and to grasp the depth of the game distinguishes the true master from the amateur. It is this curiosity that drives hours of

study, analysis of combinations, and the continuous search for new insights. That same insatiable drive for knowledge and understanding is one of the most powerful, if not the most powerful, drivers of success in the business world. Just as a draughts player outwits an opponent through deep analysis, an organization can gain a competitive edge and achieve sustainable growth through persistent curiosity. It enables companies and individuals to identify hidden opportunities, anticipate threats, and develop innovative solutions.

1.-First and foremost, curiosity in business manifests as a constant search for market knowledge and sector developments. A curiosity-driven company will proactively research emerging trends, technological breakthroughs, changing consumer preferences, and competitor strategies. This in-depth and up-to-date market knowledge allows the organization to seize opportunities quickly and mitigate potential threats in time. It's about a desire not only to know what is happening but also why it is happening and what the implications might be.

2.-Secondly, curiosity is essential for understanding the customer on a deeper level. Beyond demographic data and purchase history lies the need to understand what truly drives customers: their unmet needs, latent desires, and pain points they may not even fully recognize themselves. An organization genuinely curious about the customer experience can develop products and services with deeper resonance and greater loyalty.

3.-A third key point is the exploration of new technologies and innovative solutions. Curiosity is the engine behind research and development. It is the question "what if?" that leads to experiments,

prototyping, and the discovery of radically new ways to solve problems or create value. Without this curiosity, stagnation would set in, and one would quickly fall behind in a rapidly changing world.

4.-A fourth aspect is the willingness to understand why certain processes function as they do and how they can be improved. A curious organization does not accept the status quo but asks critical questions about the efficiency, effectiveness, and relevance of internal procedures. This leads to continuous process improvements and optimizations that ultimately enhance productivity and profitability.



5.-The fifth point concerns the depth of motivation that arises from curiosity. As mentioned, entrepreneurs want to know why they do something. This fundamental curiosity about the "why" goes beyond purely financial motivations. It leads to intrinsic passion for the work, a deeper sense of purpose, and a resilience that helps in overcoming setbacks. When motivation is rooted in a deeper understanding of purpose, it remains more powerful.

6.-A sixth aspect of curiosity is the thorough investigation of failures and setbacks. Instead of avoiding or ignoring failure, a curious organization is inclined to carefully analyze why something didn't work. What were the underlying causes? Which assumptions were incorrect? This curious attitude transforms mistakes into valuable learning moments that form the foundation for future success.

7.-Seventh, curiosity involves interest in diverse perspectives and ideas within the team. A curious leader encourages employees to share their thoughts and insights, even if they differ from their own. This openness and interest in varying viewpoints lead to richer discussions, better decision-making, and an inclusive corporate culture where everyone feels heard.

8.-The eighth point highlights the role of curiosity in exploring uncharted territories and niche markets. A curious company is not afraid to stray from the beaten path and investigate whether there is potential in segments or regions that others overlook. This exploratory drive can lead to the discovery of lucrative, untapped markets.

9.-A ninth aspect is the intrinsic drive to acquire new skills and gain knowledge. Curious individuals within an organization are lifelong learners. They are motivated to continually educate themselves, develop new competencies, and stay updated on the latest developments in their field, which raises the collective expertise of the organization.

10.-Lastly, curiosity is crucial for understanding the broader societal context and sustainability issues. An organization genuinely curious about its impact on

society and the environment will proactively seek sustainable solutions and socially responsible business practices. This curiosity can lead to innovative business models that are not only economically but also socially and ecologically valuable.

## **Conclusion**

The ten points illustrate that curiosity in business is much more than a fleeting interest; it is a deeply rooted trait that drives learning, innovation, and strategic advantage. Just as a draughts player comprehends the complexity of the game through tireless curiosity and outmaneuvers opponents, curiosity enables a company to continuously evolve, adapt to new circumstances, and excel sustainably in a dynamic market. Cultivating a culture of curiosity is therefore not only an investment in knowledge but also in the resilience and future relevance of the entire organization.



## 1.25 Objectivity

Objectivity means that a message is conveyed exactly according to the facts, without any personal opinion included.

The many draws in the match between Ton Sijbrands and Andris Andreiko drew considerable commentary from disappointed draughts players. Constant Orbaan said the following about it:

“Chess masters also know all about ‘salon draws,’ but these mainly occur in tournaments. Very rarely in matches, and last year in Reykjavik there was not a single quick draw. Spassky and Fischer only offered each other a draw — and even then with visible reluctance and embarrassment about being the first — when there was absolutely nothing left to play for on the board. The draws between Sijbrands and Andreiko also seem, objectively speaking, to be headed nowhere if both sides play correctly. But still... Spassky and Fischer were also aware of each other’s precision in simple positions. They too were convinced of each other’s objectivity and correct play once things became straightforward. Yet they kept playing, simply because they wanted to remain at the board, or perhaps in the hope of a moment of chess blindness from the other?”

I have memories of Andreas Kuyken, whom I played against during the Youth Brinta Tournament in 1963/1964 and where I let a completely won game slip into a draw. Along with Ton Sijbrands and Harm Wiersma, he was labeled a prodigy by draughts reporters. Kuyken, who died far too young, once wrote an article in a newspaper in which he used the word “objectivity” — a word rarely heard in the draughts world.



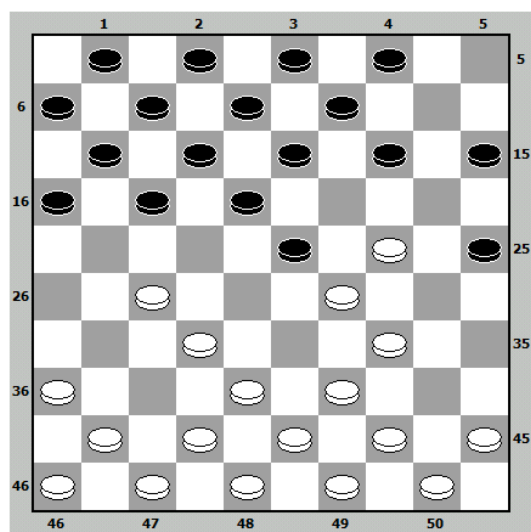
**Andreas Kuijken, 1964**

Faced with time pressure everywhere, or rather with my inability to plan effectively, I now resort — with my apologies to you — to the only escape available: a prosaic piece that requires little time, completely without commentary or furnished only with vague hints, while a thousand things cry out for clarification and explanation. Still, I hope — and this is a well-founded hope, one oriented toward objectivity — that you will be entertained by the two extremely attractive battles from the famous city of Tbilisi: the first a strategic masterpiece that speaks to our intellectual capacity, the latter carrying an element

of sensation and evoking emotions, primarily of consternation and righteous anger.

## Harm Wiersma – Anatoly Gantwarg

1.32-28 19-23 2.28x19 14x23 3.37-32 10-14  
 4.35-30 20-25 5.33-29 14-19 6.40-35 5-10  
 7.31-27 10-14 8.30-24 19x30 9.35x24



A razor-sharp variation, the ontogenesis — the origin story — of which, like all modern lines, lies in obscurity and outside general interest. As a brainchild of Ton Sijbrands, it had previously been played three times in the West: in Wiersma - Weerheijm (Dutch Championship, 1967), Sijbrands - Shchegolev (Brinta 1967), and Kuyken - Toet (Club Competition 1972), although Harm admitted in his weekly column in de Volkskrant that “he had never seen this fastly attacking technique before”...

Kuyken also refers to another game between Andris Andreiko and Iser Koepman, which I will leave out here.

### **1.25.1 Business**

In draughts, objectivity is a quality that distinguishes the true master from the average player. A draughts player who thinks objectively looks at the board without personal preferences, emotional attachment to certain pieces, or bias regarding the strength of their own position. The focus is purely on the facts: the position of the pieces, the opponent's threats, possible combinations, and the most rational move — even if that move involves a painful sacrifice. This impartial analysis, essential for making the best moves and avoiding subjective errors, has a crucial parallel in the world of business. In a setting where emotions, personal interests, and groupthink can cloud decision-making, objectivity is the fundamental pillar for fair evaluation, effective problem-solving, and strategic insight. It enables organizations to separate fact from fiction and to base decisions on rational considerations, ultimately leading to sustainable success and credibility.

1.-First, objectivity in business manifests in data analysis and reporting. Decisions based on emotions or gut feelings are inherently risky. An objective approach requires all relevant data to be collected, analyzed, and interpreted without bias. It means ignoring personal preferences and accepting the conclusions presented by the numbers, even if they are unfavorable to the current course.

2.-Secondly, objectivity is crucial when evaluating employee and team performance. Leaders who are objective in their assessments base their judgments on measurable criteria, defined goals, and tangible results, rather than personal likings, biases, or

informal impressions. This promotes fairness, transparency, and a merit-based culture — essential for motivation and development within the organization.

3.-A third important point is the application of objectivity in risk management and compliance. Assessing potential threats to the organization — whether financial, operational, or legal — requires rational, unbiased analysis of likelihood and impact. Emotions such as fear or overconfidence can distort the view of real risks, while objectivity provides a clear basis for effective mitigation strategies.

4.-A fourth aspect is maintaining objectivity during negotiations and conflict resolution. Effective negotiators and mediators are able to set aside their own interests temporarily and view the situation from a neutral perspective. By objectively listening to all arguments and needs, creative and mutually acceptable solutions can be found, free from personal animosity or bias.

5.-Fifth, objectivity is essential when evaluating investment opportunities and project proposals. Allocating capital requires rigorous, fact-based analysis of potential returns, costs, and risks. Subjective factors — such as personal connections or enthusiasm for a particular idea — must be minimized in favor of an objective business case.

6.-A sixth aspect of objectivity is conducting market and competitor analysis. To develop effective strategies, one must assess the market and competitors objectively, without overestimating one's own products or underestimating the competition. A realistic and unbiased view of competitive dynamics is crucial for strategic positioning.

7.-Seventh, objectivity is vital in handling complaints and customer service. When a customer files a complaint, it is essential that staff assess the situation objectively, gather the facts, and act according to established procedures, rather than reacting with frustration, irritation, or defensiveness. This ensures fair resolution and preserves customer trust.



8.-The eighth point highlights the importance of objectivity in hiring and recruitment. Decisions about hiring new staff should be based on objective criteria such as qualifications, experience, and standardized test results, rather than first impressions, personal chemistry, or unconscious biases. This leads to a more diverse and competent workforce.

9.-A ninth aspect is the precision needed when implementing change initiatives. When introducing new processes, systems, or structures, an objective analysis of the impact on the organization and

employees is essential. Avoiding emotional resistance or blind enthusiasm requires a factual approach to the pros and cons of the change.

10.-Finally, objectivity is fundamental to upholding ethical standards and corporate governance. An objective approach to ethical dilemmas ensures decisions are made based on moral principles and legal requirements, not self-interest, external pressure, or fear of consequences. This is crucial for the integrity and long-term reputation of an organization.

## **Conclusion**

These ten points illustrate that objectivity in business is an indispensable trait that must permeate every level of an organization. It is the ability to see reality as it is, without the filter of personal emotions, prejudices, or interests. Just as a draughts player finds the best move through an unbiased view of the board, so too does objectivity enable a business to make rational, well-considered decisions, manage risks, and build a culture of fairness and trustworthiness. Cultivating objectivity is not only a sign of professionalism but a fundamental requirement for sustainable success and credibility in the complex and competitive world of business.

## 1.26 Observation

### **Paul Oudshoorn:**

Paul Oudshoorn made a point of getting to know his opponent and observing other players to learn their mental weaknesses:

“I once attended a chess tournament just to observe the players. I met Ton Sijbrands there. He was surprised that I was only interested in the players and not in the game. I watched a game by Karpov. He played against a huge man, but you could see that man literally shrink when Karpov passed behind him. Fascinating.”

### **Grandmaster Harm Wiersma:**

In draughts, where the battle unfolds not only on the sixteen hundred squares but also in the minds of the players, observing is a crucial skill. It’s not just about seeing the moves on the board—but reading your opponent, picking up subtle signals, and acting on mental weaknesses. Grandmaster Harm Wiersma, known for his unconventional approach, offers a compelling perspective on psychological warfare and the key role observation plays in it. He credits Andris Andreiko as a pioneer in this field:

“Andreiko was basically the only one who engaged in psychological warfare properly. He constantly observed you, swaying slightly back and forth, often walking away resolutely and then sitting down quickly again. It kept you busy, let me tell you. At first I thought it was unsporting, but later I realized it was part of the game. My future opponents will have to accept that I will not only battle on the board, but also off it.”

Wiersma describes how he adopted these tactics himself to distract his opponents. Although his methods to influence opponents don’t directly involve “observation,” they aim to create a scenario



in which the opponent is forced into heightened self-observation and distraction—making Wiersma’s observation of their reactions all the more important.

Wiersma expressed dissatisfaction with the “grayness” of the draughts world and his intent to change it through unusual antics. He announced that, for his first match with Rob Clerc, he would appear in an elegant black suit, presenting himself as the “checkerboard magician.” For the match day—with his Frisian fan club present—he even promised to wear a jester’s costume. His aim was clear: “Let’s see how my opponent reacts; I think it’ll be fun.”

Wiersma’s plans went beyond just clothing. He spoke of a “particular way of moving pieces” on the board, intending to play very quickly and to accompany his moves with as much noise as possible. He had even trained specifically for this.



Foto: Hans Peters for Anefo – Nationaal Archief

Harm Wiersma's statements highlight the depth of observation in the game of checkers, extending far beyond the conventional meaning of the word. Whereas Andreiko directly observed his opponents and tried to distract them with physical tics, Wiersma used his own behavior as a tool for psychological influence, allowing him to observe how his opponent reacted. Both approaches show that checkers—and, by extension, any intellectual competition—is a mental battle that goes beyond mere technical skill.

Observation in this context is the ability not only to analyze movements on the board, but also to 'read' and influence the opponent's psychological state. Andreiko did this by constantly watching and disturbing his opponent; Wiersma did so by becoming the object of observation himself while simultaneously forcing his opponent to guard his own focus against unexpected stimuli. This psychological component, fueled by acute observation of human behavior, adds an extra dimension to the game of checkers—where the sharpest observer and manipulator often gains the upper hand.

### **The Strategy of Guntis Valneris**

In the game of checkers, observation is a fundamental skill that goes beyond merely analyzing moves on the board. It includes studying the opponent—their playing style, preferences, strengths and weaknesses, and even psychological traits. World Champion Guntis Valneris highlighted this approach as a crucial part of his successful strategy. He stated that it is essential to see opponents in action in order to adjust to them optimally. Valneris' philosophy, which he also successfully applied in practice, emphasizes the value of empirical knowledge and

personal observation over purely theoretical preparation. It is a form of 'live' data collection and analysis that enabled him to effectively adapt to the specific challenges posed by each individual opponent.



**Guntis Valneris**  
**Foto: Ger Dijkstra**

**Valneris' Practical Approach to Preparation:**  
"I'm not an opening specialist like Baljakin. I play based on intuition. Is that wrong? I don't prepare

from books or columns, but in practice. I want to see my opponents play, to observe them. That's what I focused on during this tournament, and the results prove me right."

Valneris' statement reveals a preference for a pragmatic and adaptive playing style. Unlike players who delve deeply into theoretical openings and complex variations from checkers literature—as Baljakin might do—Valneris chooses an approach heavily reliant on intuition and direct observation. His question "Is that wrong?" is rhetorical and underscores his conviction that this method, though unconventional, is the right one for him.

Practice is his teacher; by actually watching his opponents play, he can identify their tendencies, patterns, and weaknesses. Throughout the tournament, he specifically focused on this form of live analysis, and the results confirmed the effectiveness of his approach. It shows that in checkers—as in many other fields—there are multiple paths to success, and that a deep understanding of the opponent, gained through attentive observation, can be a powerful weapon.

### **1.26.1 Business**

In the game of draughts, observation is a fundamental and multifaceted skill that can make the difference between winning and losing. It goes beyond merely seeing the pieces on the board; it includes keenly perceiving the opponent's playing style, recognizing patterns in their moves, picking up subtle signals of uncertainty or confidence, and

seeing through potential pitfalls. A trained draughts player not only observes immediate threats but also the opponent's long-term strategies, their preference for certain openings or combinations, and even their response to pressure. This deep and active form of perception—essential for anticipating upcoming moves and adjusting one's own strategy—finds a direct and crucial parallel in the complex and dynamic world of business. Here, observation is not just a passive activity but a strategic tool that enables organizations to identify opportunities, anticipate threats, and make well-informed decisions in a constantly changing environment. It forms the foundation for insight and strategic advantage.

1. First of all, observation manifests itself in business in the continuous monitoring of the market and competitors. Successful companies closely observe market trends, the introduction of new products or services by rivals, price changes, and competitors' marketing campaigns. By closely monitoring this external environment, companies can respond quickly to changes, adjust their own strategies, and seize opportunities before others do. This is a form of proactive observation that lays the foundation for competitive advantage.

2. Secondly, observation is crucial for understanding customer needs and behavior. This goes beyond merely listening to what customers say; it involves observing their purchasing patterns, their interactions with products or services, their responses to marketing messages, and even their unspoken frustrations or desires. By carefully observing this behavior, organizations can gain deeper insight into the customer experience and develop innovative solutions that truly add value.

3. A third important point is the application of observation in identifying bottlenecks and inefficiencies in internal processes. By observing operational workflows, tracking employee movements, and analyzing interactions between departments, waste, duplication, or unnecessary steps can be identified. This detailed observation leads to process optimization and increased efficiency, directly contributing to business results.



4. A fourth facet is the role of observation in assessing leadership styles and team dynamics. Effective leaders observe the nonverbal signals of their team members, the way they collaborate, the dynamics during meetings, and responses to feedback. These observations help leaders gauge team spirit, identify conflicts, and adapt their leadership style to optimize productivity and team well-being.

5. The fifth point concerns the necessity of observation in ensuring compliance and navigating regulations. Organizations must continuously observe how laws and regulations evolve and how these affect their operations. Proactively observing the regulatory landscape helps in timely adjustment of policies and procedures to avoid fines, legal problems, and reputational damage.

6. A sixth aspect of observation is monitoring new technologies and emerging trends. In rapidly changing sectors, it is essential to observe which technological innovations are on the horizon and how they might disrupt the industry. Companies that pick up on these signals early through constant observation can position themselves as frontrunners and benefit from new business opportunities.

7. Seventh, observation includes the subtleties of negotiation and relationship management. A perceptive negotiator not only observes the words of the other party but also their body language, intonation, nervous tics, or signs of impatience. These nonverbal cues can provide crucial information about the true intentions and underlying position of the other party, which can be used to adjust the negotiation strategy.

8. The eighth point emphasizes the role of observation in identifying shifts in public perception and ethical norms. Companies that proactively observe how the public thinks about social issues, sustainability, and corporate social responsibility can adjust their strategies to remain relevant and socially responsible. This helps build and maintain a positive reputation.

9. A ninth aspect is the application of observation in crisis management and incident response. When an unexpected event occurs, it is crucial to quickly and accurately observe the situation: what exactly happened, who is involved, what are the immediate consequences, and how is the environment reacting? This rapid observation is essential for effective crisis communication and minimizing damage.

10. Finally, observation is important in the development of new skills and talent development. Both at the individual and organizational level, observing successful practices, identifying learning needs, and monitoring employee progress contributes to continuous improvement. By observing and implementing best practices, the overall competence within the organization can be increased.

## **Conclusion**

These ten points underline the profound and indispensable role of observation in business. It is much more than just looking; it is an active and strategic approach to gathering and interpreting information that forms the basis for well-informed decision-making, adaptability, and competitive advantage. Just as a draughts player, through keen observation, sees through the opponent's intentions and anticipates their moves, so too does observation enable an organization to understand and effectively respond to the complex dynamics of the market, the customer, and internal operations. Cultivating a culture of sharp observation is thus a direct investment in the intelligence and resilience of a company—essential for sustainable success in today's business environment.



## 1.27 Making Sacrifices

To achieve something—whether in the game of draughts or in life—it is clear that one must be willing to make sacrifices. The meaning of making sacrifices also appears in the game itself, and one example is seen in a match between Fabre and Springer from the International Pentathlon held in Paris in 1927, which was won by Springer:

In the fifth round, Fabre, playing White against Springer, employed a very dangerous variant of the 32–28 opening. After the so-called chain formation had been taken, with exchanges on both wings, the world champion seemed intent on breaking through with his usual waiting strategy and, even before the position was ripe, launched an attack on Springer's short wing in the middlegame. After an interesting struggle, the Dutchman succeeded in repelling the attack, leaving Fabre with the disadvantage in the men on squares 22, 27, and 28. That handicap became particularly painful when Springer had achieved his aim and, by occupying squares 23 and 24, had steered the game into regular channels. Fabre managed a few times to dislodge his opponent from square 24. However, Springer had assessed the position very accurately, held back his necessary reserves, and when he occupied that critical square for the umpteenth time, the world champion soon had to lose a man. It then became a classical position—one of those that usually results in a draw—but Springer had an extra man and sufficient tempi to wait. In the end, Fabre was forced to make the well-known sacrifices in order to break through to king, and although one can usually sacrifice two men in such positions to still draw, now—with one already down—it was too much in the endgame. With one king each, and five men against two, Springer won without much difficulty.



**[Photo caption: The five participants in the International Masters Tournament. From left to right: Marius Fabre, Ben Springer, Dumont Fils (secretary of Damier Parisien), Herman de Jongh, Guillou (Chairman of Damier Parisien), Stanislas Bizot, Isidore Weiss.]**

Solidarity is a word that sounds strange to many ears. Solidarity means making a sacrifice. And making sacrifices is often difficult. It means giving up something one possesses, forgoing a good to which one is so attached. It is worth recalling here what was written in 1941. If all draughts players in the Netherlands—not affiliated with the national federation but still part of a local club or regional district—would fully understand and dare to act on the consequences of that, the membership of the Dutch Draughts Federation would soon quadruple.

How many practitioners of our beautiful game can, to speak bluntly, spare a few dimes for the billiards, a football match, their beer and smoke, but when it comes to paying a few cents more in dues for the Dutch Draughts organization, objections arise. And these are usually financial in nature. But with such people the true spirit of solidarity is missing. They would like to be members of the Dutch Draughts Federation and benefit from all the advantages that membership brings; but that few extra cents per week! Others raise different objections. They are against the national levy. Competing in their own district costs less. But those who reason this way forget that their competition remains limited to matches within their own circle. They thereby have no contact with other districts. They do not learn the game styles from other, stronger districts. The quality of play does not progress. When a club or player occasionally comes into contact with an affiliated district or its representative, it becomes all too clear that the play of the unaffiliated player lags far behind that of those affiliated nationally. And that is precisely the great disadvantage of not being joined. Certainly, we know that the costs of competition are higher when played nationally, but those who limit themselves to their own narrow circle will eventually have to realize that this path leads nowhere good. The members themselves will discover that playing no longer yields such satisfaction; one keeps playing against the same players; eventually things go wrong. And—as we personally experienced—the outcome is insufficient fulfillment in the game, which ultimately leads to withdrawal.

The 2013 Dutch Championship played in Steenwijk produced a final ranking in which the first seven

places were occupied by Grandmasters. The older players performed well: the tournament champion was 52 years old during the event and the third-place finisher was even 56. Draughts is a demanding mental sport, and one must make many sacrifices to reach a high level. Youth must exert considerable effort to defeat older and more experienced players. Added to this is the difficulty of combining many hours of training with the pursuit of solid citizenship through building a working career.

### **1.27.1 Business**

In draughts, the term *making sacrifices* is used when a player voluntarily gives up a man to secure a better position or ultimately win. This tactical move requires insight, courage, and long-term thinking. Interestingly, the same principle also plays a role in business. Companies and executives regularly face situations where something must be sacrificed in the short term to gain long-term advantage. This can involve profit, staff, market share, or even reputation. The parallels between the strategic sacrifice in draughts and the business world are not just interesting—they are instructive. Below are ten examples illustrating how the principle of sacrifice appears in business:

#### **1.— Strategic capital loss**

Companies may choose to accept a temporary loss from investments that yield returns later. This often happens when introducing a new product, entering a foreign market, or implementing innovation. The loss is accepted as a necessary part of a broader growth strategy.

## 2.– Surrender of market share

Sometimes a deliberate decision is made to relinquish part of the market to better serve a stronger segment or reposition in a niche. This might seem like a setback, but in the long run it can lead to a healthier profit model and stronger competitive stance.

## 3.– Personnel restructuring

Letting employees go is a difficult decision, but sometimes necessary to maintain organizational health. This move may temporarily cause unease but often serves a greater purpose, such as financial stability or focus on core operations.

## 4.– Discontinuation of unprofitable products or services

When a company drops unprofitable segments, it sacrifices built-up expertise or market presence. This is done with the goal of reinvesting in more promising sectors or offerings.

## 5.– Price reductions during price wars

Temporarily lowering prices—and profit margins—is used often to pressure competitors or retain market share. This is a financial sacrifice that pays off only when the market rebalances or competition subsides.

## 6.– Reputation at stake for innovation

Releasing an experimental or controversial product may put a company's image at risk. Nevertheless, some firms accept that risk deliberately to be innovative and surprise the market. The stake is their existing reputation; the reward can be market leadership.

#### 7.– Investing time without immediate return

Managers, executives, or entrepreneurs frequently invest extensive time in long-term projects whose benefits only materialize years later. This may mean that other short-term objectives receive less attention. It is an intangible but essential sacrifice.



#### 8.– Strategic partnerships or mergers

Mergers or acquisitions often require both parties to make concessions. Autonomy, brand identity, or decision-making power may be given up to gain synergy advantages or enable international growth. The strategic sacrifice is in the collective interest.

#### 9.– Destroying your own success formulas

Companies seeking reinvention may abandon a proven success formula to avoid future obsolescence. This might mean giving up a revenue model, despite its current success, in favor of a more sustainable or innovative approach.

#### 10.– Deliberate slowing of growth

Sometimes businesses choose not to grow at maximum speed. By intentionally slowing down, internal structures can be strengthened, quality ensured, and failure due to rapid success averted. The sacrifice is pace; the reward is sustainability.

### **Conclusion**

The principle of making sacrifices, well-known in draughts, has clear parallels in strategic business decisions. Sacrificing something in the short term to emerge stronger in the long term requires courage, vision, and understanding. Whether capital, time, people, or market share—successful leaders realize that not everything can be retained if one wants to move forward. Those willing to make sacrifices with a clear end goal in mind have a greater chance of achieving sustainable success. Both on the draughts board and in the boardroom: if you never give

## 1.28 Encirclements

In draughts, the term “encirclement” refers to surrounding the opponent’s pieces on the board. At the 1931 World Draughts Championship the participants played twice against the same opponent. Maurice Raichenbach drew his first game against his mentor Isidore Weiss and won the second. In the first game — contrary to expectations — Weiss and Raichenbach played a classic opening. In the middlegame the young Pole advanced a little too far, and Weiss immediately exploited this by encircling the advanced piece and later capturing it. Raichenbach defended excellently, to the extent that Weiss had to return the piece, after which the game proceeded to an interesting endgame and ended in a draw.

In the Dutch championship, Vos had skillfully inflicted Ham’s second successive defeat. After an irregular opening, Ham developed his position through the center while Vos tried to encircle his formation. In doing so, Ham’s long flank became weakened. Suddenly the positions shifted and Vos came to dominate the center. Ham was then forced to lose a piece, after which Vos decided the game in his favor in a well-played endgame.

In the Concert Hall Schaf in Leeuwarden, the sixteenth game of the match for the world title was played in January 1936. Although the decision had already been made, the interest was high. The mayors of Leeuwarden and Harlingen were present, while the alderman for Education in Leeuwarden gave a speech and made the customary first move. From the start, Vos played a grandly conceived



central game, immediately introducing the Hoogland variation after the opening. In response, Raichenbach played on the flanks in an attempt to encircle the central position. However, he could not succeed against Vos's strong counterplay. Nevertheless, the world champion managed somewhat to curb Vos's central dominance, so the game ended in a draw.



**Hendrik Vos – Maurice Raichenbach -Leeuwarden.**

**Photo: Leeuwarder nieuwsblad, 22-1-1936**

In the fifth round of the match for the Dutch draughts championship, Keller beautifully defeated Rustenburg. The titleholder launched a powerful attack on Rustenburg's center, and although Rustenburg tried to encircle Keller's position, he failed to harm the champion. Keller pressed on, introducing all kinds of threats that proved devastating to Rustenburg's position. Moreover, he fell into increasing time trouble and in desperation made a combination that Keller had calculated more precisely; once the capture move was made, Rustenburg immediately resigned.

In the final round of the Brinta draughts tournament in Hoogezand, Andris Andreiko offered Dutch champion Ton Sijbrands a draw after just five moves. An offer Sijbrands declined. He wanted to win and sought complications, when Andreiko placed an advanced outpost. Through an encirclement of Sijbrands a difficult position arose with chances for the Dutchman. An inescapable simplification by Andreiko made the positions “non-contact,” and at the Russian’s proposal it was agreed to a draw.

The second game in the match for the world title between Russian Alexei Chizhov and challenger Harm Wiersma saw extraordinarily tense complications. Wiersma opted for the same plan his second, Scholma, had used against him at the world championship a year earlier in Toulon. On move twelve Wiersma deviated and chose a sharp encirclement. Wiersma’s tactic troubled the world champion for a long time. Under time pressure, on move 33 Wiersma accepted a double exchange. Towards the end of the game, the Frisian fell into time trouble. He had less than ten minutes for eight moves and was unpleasantly surprised by a combination from Chizhov. Wiersma, however, navigated skillfully to a draw.

### **1.28.1 Business**

In draughts, encirclement is a vital concept. It refers to a strategic situation where a player’s pieces are positioned such that the opponent’s pieces have no legal moves or are so tightly confined that their loss becomes inevitable. Often it results from patient and

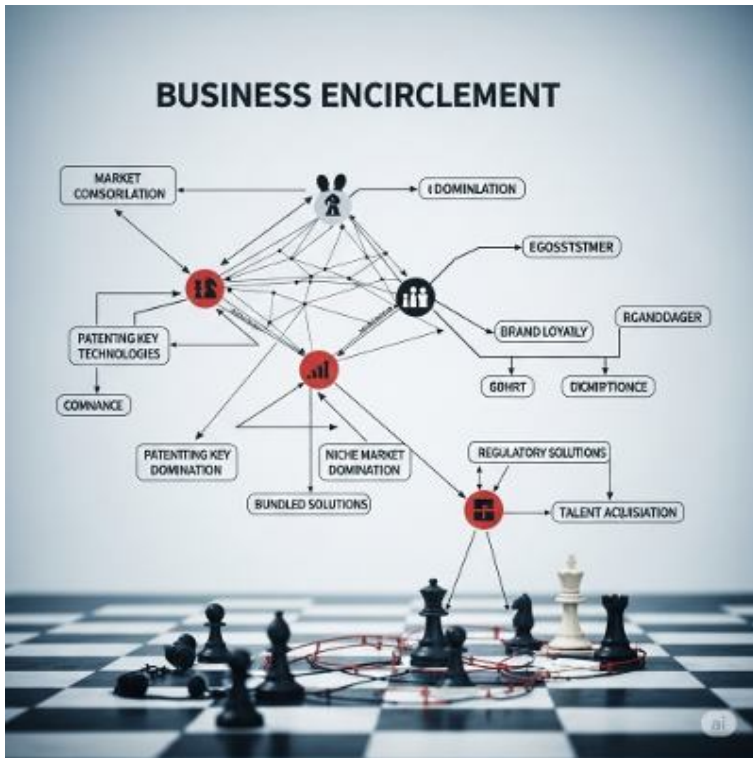
foresighted play, where one player gradually restricts the other's freedom of movement until they are completely blocked. It's a subtle but deadly tactic that demands not only power, but intelligence and patience. This concept of strategically limiting options and isolating an opponent finds a surprisingly deep echo in the dynamic and often competitive world of business. Here, "encirclements" appear in various forms, where companies or market players use strategies to isolate competitors, secure market share, or dominate specific segments completely.

1.-Firstly, encirclement in business appears through market consolidation via acquisitions and mergers. Large companies can strategically acquire smaller competitors or complementary firms to increase their market share and weaken remaining rivals. By acquiring crucial technologies, customer bases, or distribution channels, they restrict others' operational space, resembling economic encirclement.

2.-Secondly, there's the phenomenon of ecosystem domination. A company can create a product-and-service ecosystem so comprehensive and integrated, that customers hardly need external solutions. Consider tech giants that integrate software, hardware, and services, effectively "encircling" users and cutting off competitors' access to that user base.

3.-A third important point is monopolizing access to raw materials or distribution channels. By securing exclusive agreements with suppliers of crucial inputs or controlling essential distribution networks, companies can limit the flow of goods to competitors. This creates an economic encirclement that undermines rivals' competitiveness.

4.-A fourth facet is aggressive pricing to exhaust competitors. Well-capitalized firms can temporarily lower prices so much that smaller rivals can no longer operate profitably and are forced to withdraw. This is financial encirclement, aiming to suffocate competitors with unsustainable margins to eventually dominate the market.



5.-Fifth, developing and patenting key technologies: by heavily investing in R&D and securing patents on critical innovations, companies can prevent competitors from using these technologies. This creates technological encirclement, forcing rivals to use inferior or more expensive alternatives, or remain excluded from essential innovations.

6.-Sixth is building brand loyalty and customer lock-in. Through superior customer experiences, effective marketing, and emotional attachment, companies build loyal customer bases less likely to defect. This forms a consumer encirclement that makes it difficult for competitors to attract new customers.

7.-Seventh, strategic positioning in niche markets: a company may focus on a very specific market segment and dominate it thoroughly. By fully specializing and meeting those niche needs, it becomes unattractive for larger competitors to enter, resulting in niche encirclement.

8.-Eighth, regulation and lobbying: large firms use their influence to shape laws and regulations that make entry harder for smaller or new competitors. This creates legal encirclement, with barriers so high that others struggle to compete.

9.-Ninth, bundling products and services: by offering multiple offerings as a package (often at a discount), companies discourage customers from buying individual components from competitors. This bundling encirclement limits opportunities for specialized providers.

10.-Finally, building a superior talent pool and company culture: by attracting and retaining top professionals and fostering innovation and excellence, firms limit access to human capital for competitors. This talent encirclement makes it difficult for rivals to secure necessary skills and knowledge to compete effectively.

## **Conclusion**

These ten points illustrate the many ways the draughts concept of encirclement manifests in business. It's a strategic game where companies aim to limit competitors' freedom, cut off their resources, or isolate their market position. Tactics range from aggressive market maneuvers to subtle dominance through innovation, customer loyalty, or legal mechanisms. Understanding these forms of business encirclement is key for both the offensive player seeking dominance and the defensive one needing to break free from potential entrapment. Just as a draughts player must break the opponent's encirclement, a company must remain alert to such strategic moves in the competitive arena.

## 1.29 Caution

The meaning of caution relates to prudence, circumspection, and thoughtfulness. A well-known English physician, Dr E. Gibbard of London, conducted an in-depth study of both the draughts and chess games. The result of this research was published in a very interesting article in the English journal *Draughts Review*. Dr Gibbard, who was himself a recognized strong draughts player and also a skilled chess player, concluded that chess and draughts place different demands on serious practitioners. One of these was the utmost caution. In chess, Dr Gibbard could not deny the presence of a speculative element; however, in draughts the rules of exactness and “caution” are never violated in favor of speculation.

In a game between Frits Verhoeven (White) and André (Puk) Ligthart (Black) for the Dutch championship in 1946 several moves were played, after which the article’s author—whose name is unknown—used the term caution in 1948.

1.32–28 17–21

2.37–32 12–17

3.41–37 7–12

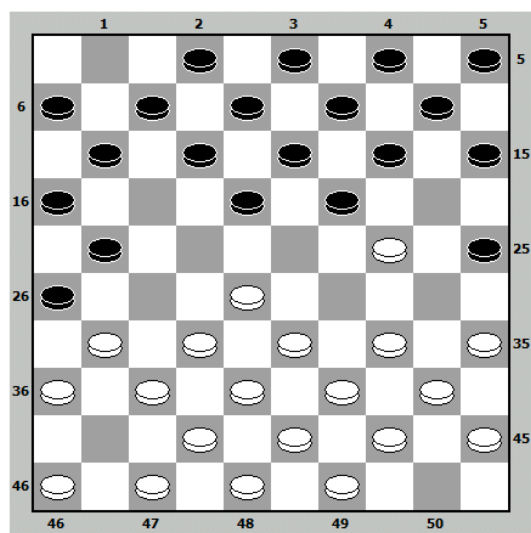
4.34–29 20–25

5.40–34 21–26

6.44–40 1–7

7.50–44 17–21

8.29–24



The textual move (29-24) is perfectly playable and can even lead to an advantage, but White must proceed with great caution in order always to retain access to free moves.

The term “caution” is used very sparingly in draughts. More appropriately, “prudence” is used.

In 1925 a match for the world championship took place in Paris. Hoogland was defending his title won in 1912, but he fell far behind. Halfway through the tournament he withdrew. Up to that point he had drawn all his games! No wonder, then, that it was precisely these players who proposed restrictions. Their abnormally high number of draws was perhaps more attributable to their battle-hardened cautiousness in play than to deficiencies in the game’s rules. Players such as Herman de Jongh, Isidore Weiss, Keller had absolutely no trouble with the draw plague. They extracted from the game



whatever it contained and risked something if the game gave occasion for it. Herman Hoogland already called his proposal “The New Way of Playing.”



Herman Hoogland in 1925

### **1.29.1 Business**

In draughts, caution is a fundamental trait that distinguishes the true master. It refers to the careful consideration with which each move is weighed, the wariness with which risks are assessed, and the

restraint from making rash decisions. A cautious draughts player will not attack blindly, but will first analyze the opponent's defense and possible counterplays. One double-checks for pitfalls, and weighs the long-term consequences of each action against the immediate benefits. This prudent and thoughtful approach—so crucial for avoiding costly mistakes on the board—is equally invaluable in the complex and often risky world of business. In an environment where financial interests, reputations, and personnel are at stake, caution forms the foundation for sustainability, reliability, and minimizing unnecessary risks. It enables organizations to act wisely and build a firm basis for future success.

#### 1.-Due diligence in M&A

Caution manifests in thorough due diligence before mergers and acquisitions. Before one company takes over another, an extremely careful and cautious analysis of finances, legal aspects, operational risks, and cultural fit is essential. Hastily closing a deal without this deep inspection can lead to hidden debts, unexpected liabilities, or integration problems that negate expected benefits.

#### 2.-Budgeting and financial forecasting

Creating realistic budgets requires cautious estimation of revenues and expenses, accounting for uncertainties and potential setbacks. Overly optimistic estimates, resulting from a lack of caution, can lead to liquidity issues, unrealistic expectations, and financial distress.

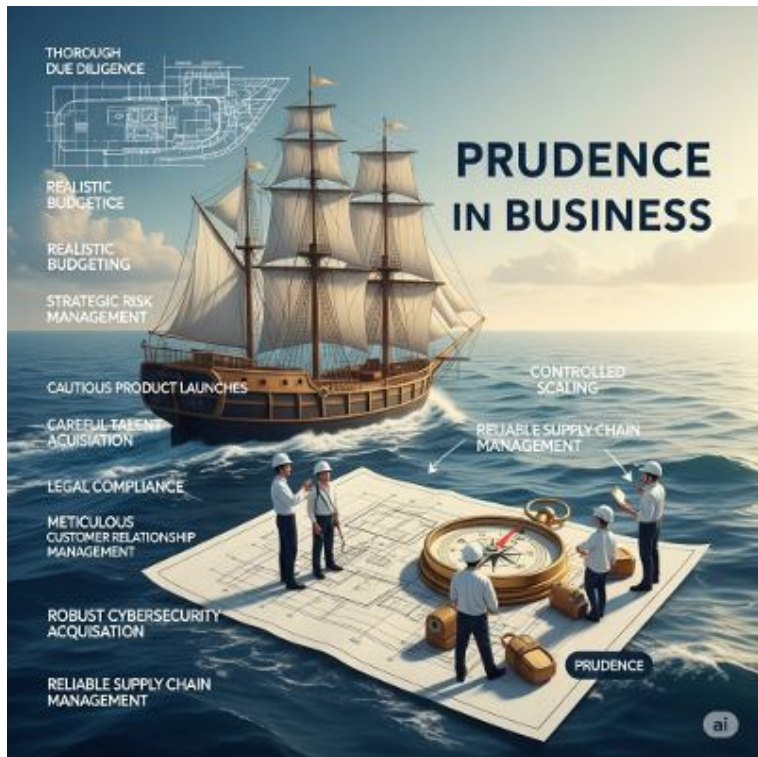
#### 3.-Strategic planning and risk management

In formulating long-term strategies, it is important not only to see opportunities but also to carefully map out and mitigate potential risks. This includes

considering different scenarios and developing contingency plans—requiring a cautious approach to future uncertainties.

#### 4.-Launching new products or services

Before bringing a new offering to market, extensive market research, product testing, and a phased rollout often reflect caution. Rushing to launch an underdeveloped product without sufficient validation can lead to negative customer reactions, reputational damage, and financial losses.



#### 5.-Customer relations and reputation management

Every interaction with a customer, partner, or the public can affect a company's reputation. Caution in communication, quick and careful handling of

complaints, and anticipating potential misunderstandings is essential for building and maintaining trust and a positive image.

#### 6.-Hiring and talent selection

Recruiting the right people is one of the most important decisions in a company. Caution in this process means conducting thorough background checks, carefully weighing competencies and cultural fit, and avoiding quick, intuitive hires that may prove costly later.

#### 7.-Sensitive data and cybersecurity

In an era of increasing cyber threats, it is crucial to handle customer, employee, and corporate secrets with utmost caution. Implementing robust security protocols and training employees in safe behavior are examples of this careful approach.

#### 8.-Legal compliance and regulation

The complexity of the legal landscape requires companies to operate with extreme care to comply with all applicable laws and standards. A lack of caution can lead to hefty fines, protracted lawsuits, and serious reputation damage.

#### 9.-Scaling and growth management

While ambitious, sustainable growth requires a measured approach. Scaling too quickly without sufficient infrastructure, capital, or staff can lead to overload, quality loss, and eventual collapse. Caution means growing at a manageable pace.

#### 10.Supplier relations and supply chain

Choosing reliable partners and establishing robust supply chains requires careful evaluation of risks such as delivery problems, quality issues, or ethical

concerns. Caution in these relationships minimizes disruptions and ensures operational continuity.

## **Conclusion**

These ten points make clear that caution in business is not merely a virtue—it's a proactive and thoughtful approach to decision-making and operations. Just as a draughts player uses caution to avoid costly mistakes and pave the way to victory, so too does caution enable an organization to minimize risk, build trustworthiness, and achieve sustainable success in an increasingly complex and uncertain business environment. Cultivating a culture of caution is therefore not just prudent, but a strategic investment in resilience and long-term viability.

## 1.30 Open-mindedness

Former world champion Piet Roozenburg placed significant emphasis on the fact that spontaneity (open-mindedness) can play a leading role. Often it comes down to deliberately abandoning the well-trodden paths — both those trodden by others and those of the player himself. All too often, even at the highest levels, players find themselves cemented into a frame of thought, trapped in their own mental schema. As long as everything falls within that frame, all is well; but as soon as a position demands a measure that lies outside it, things go wrong. At that moment the player must be spontaneous, able to think originally outside his own frame of mind.

One player who, especially in his youth, approached every opponent with spontaneity and embraced every position was Ton Sijbrands. He thus played brilliant games, although his spontaneity did not always serve him well. As the winner of the "Coupe d'Europe" draughts tournament in Livorno, he himself said the following:

“Last year,” he recalls with a vague smile, “I played in Alés during the ‘Challenge Mondial’ against Andreiko: through my youthful spontaneity I missed winning completely. That cost me the game and the final victory in the tournament. I am now many times calmer. Against the Russians in Livorno, for example, I did not take any special risk.”



**Ton Sijbrands, Europees kampioen (1967)**  
**Foto: Eric Koch for Anefo**

We most often see spontaneity in young players, but also among masters and grandmasters. For example, in 1992 Anton van Berkel, at only 20 years old, was leading the Dutch championship. With his spontaneous playing style, he was the surprise of the tournament. In his encounter with Harm Wiersma, Van Berkel was even still the leader — one point

ahead of Wiersma! He eventually lost to Wiersma, who then took over the lead and became champion of the Netherlands. The debutant Van Berkel nonetheless ended up in a splendid tied second place.



**Match for the world championship (1993)**  
**Alexei Tsjizjov – Harm Wiersma**  
**Photo: LC/Catrinus van der Veen**

Spontaneous play was Harm Wiersma's remedy in 1993. "I mustn't become too anxious beforehand, then things usually go well. Once I sit behind the



board I can concentrate well and know what I'm doing."

Karen van Lith was also a female draughts player in 1989 who played spontaneously. She seemed completely focused on victory and the contest — a spontaneous wild spirit, really, who gradually learned what was needed to compete with professional female players.

### **1.30.1 Business**

In draughts, spontaneity is a trait of inestimable value. Ex-world champion Piet Roozenburg emphasized this aspect, stating that it is often crucial to leave the well-trodden paths. This pure, open approach, free from prejudice and entrenched ideas, is essential not only for draughts players to discover innovative moves but forms a crucial factor for success in the dynamic and complex world of business. Where conventional thinking can lead to stagnation, spontaneity opens doors to new opportunities, breakthroughs, and adaptability.

#### **1.-Radical innovation and disruption**

Spontaneity is first manifested in business by the capacity to innovate radically and disrupt. Companies stuck in traditional thought patterns often miss opportunities arising from new technologies or changing consumer needs. Spontaneity enables thinking outside the confines of one's sector, questioning existing models, and developing entirely new products or services that can transform the market. It requires an open mind unafraid to overthrow sacred cows.

## 2.-Overcoming groupthink and embracing diverse perspectives

Spontaneity is crucial for breaking through ‘groupthink’ and stimulating diverse viewpoints. In teams or boards, lack of spontaneity can lead to conformity, where everyone repeats the same ideas and dissenting voices are suppressed. A spontaneous approach encourages asking critical questions, considering contrasting perspectives, and valuing diversity in thinking — resulting in more robust decisions and creative solutions.

## 3.-Exploring unfamiliar markets and opportunities

Many companies remain stuck in familiar territory, even when it is saturated. Spontaneity fuels the courage to venture into unfamiliar geographic regions, niche segments, or emerging demographics — without prejudice about feasibility. This can lead to the discovery of untapped potential and new growth drivers.

## 4.-Learning from failure without bias

When projects fail, there is often a tendency to assign blame externally or cling to original assumptions. Spontaneity allows looking openly at the causes of failure, however painful, and learning from the experience without defensiveness. This transforms setbacks into valuable lessons that lay the groundwork for future success.

## 5.-Adapting to radical change and crises

During economic downturns, technological disruption, or unexpected crises, organizations entrenched in old thinking may become paralyzed. Spontaneity enables leaders and employees to pivot quickly, release old structures, and embrace flexible

new solutions — even if they diverge radically from the familiar.

#### 6.-Cultivating a culture of experimentation and risk-taking

Fear of the unknown or perfectionism can stifle innovation. A spontaneous mindset encourages small experiments, hypothesis testing, and accepting that not every attempt will succeed immediately. This creates an environment where learning and adaptation are central.



#### 7.-Openness to external feedback and criticism

Organizations closed off to critical feedback from customers, suppliers, or experts miss valuable insights. Spontaneity means actively listening to external perspectives — even if they are confrontational — and using them to improve one's strategies and products.

#### 8.-Talent development and recognizing potential

Traditional recruitment and development processes may be biased toward certain backgrounds or

experiences. A spontaneous approach looks beyond the CV and recognizes unseen talent, diverse skills, and unconventional thinkers — leading to a richer and more resilient workforce.

#### 9.-Revisiting core values and mission

Organizations may cling to a mission or value set that is no longer relevant in a changing world. Spontaneity makes it possible to critically evaluate and, if necessary, reformulate these fundamental aspects of corporate identity — without emotional attachment to the past.

#### 10.-Building sustainable stakeholder relationships

Whether with customers, partners, investors, or society at large, a spontaneous approach means listening to different interests, acknowledging complex interactions, and seeking win-win situations — free from short-term thinking or tunnel vision. This fosters trust and long-term loyalty.

### **Conclusion**

These ten points demonstrate that spontaneity in business is an essential trait that goes far beyond mere optimism; it is an active choice to break entrenched thought patterns and operate with an open mind. Just as a draughts player finds unexpected solutions through spontaneity that lie outside his usual frame of thought, spontaneity enables organizations to innovate, adapt, and thrive in an increasingly complex world. Cultivating a culture of spontaneity is not just a strategic investment in creativity, but in the resilience and long-term success of the entire enterprise.

## 2 Curriculum Vitae

Why this extensive Curriculum Vitae?

In my work as a historian, I have repeatedly been astonished by how little authors reveal about themselves. When one later wants to write a biography about them, essential information often proves scarce or even impossible to find. Local customs, the spirit of the times, or personal motivations—elements that are nonetheless of great importance to understand a period properly—often remain unmentioned.

My books are not written solely for this present moment, but also for the future. Not every work will receive the attention it possibly deserves now. But in forty or fifty years, people may ask themselves: who was I, what drove me, and why did I write as I did? This extended CV serves as answers to those future questions.

At the same time, it is also a form of resistance. In Spain, the authorities are currently considering removing both philosophy and pre-1812 history from the school curriculum. This threatens not only the fading of collective memory—for example, forgetting that the muslims entered Spain in 713, that the Jews were expelled in 1492, and the Moriscos in 1610—but also the severing of the roots of our civilization.

For that reason, I work on Dutch-language poetry in which philosophical themes are interwoven, and I interpret my poems in the light of great thinkers. Each poem receives a closing remark and a philosophical analysis, creating a bridge between literature and thought. Afterwards these poems,

together with the reflective commentary, are translated into Spanish, ensuring that readers here also gain access to both the poetic content and the underlying philosophical reflection. Thus I intend, precisely at a time when philosophy is threatened in education, to continue nurturing and preserving thought—in two languages, for two worlds. That too is archival work for the future. And so this Curriculum Vitae offers more than an overview of education, publications, and entrepreneurship: it is a historical document in itself, intended to give context to what I have written and undertaken.

Time will judge its value. But what is fixed now will not need to be excavated later.

#### Curriculum Vitae – Author

(Why this CV? Because history is not only about events, but also about the people who record them. These notes serve future readers.)

#### 1. EDUCATION & FIELDS OF EXPERTISE

Garden architecture

Studies: Dendrology, Plant Knowledge, Bookkeeping, Soil Science, Physics, Chemistry, Botany, English, Phytochemistry, Marketing, History.

Language skills: Dutch, German, Spanish, French, English (learned through practice and formal studies at the L.O.I. in business correspondence in Dutch, German, English, Spanish, French). Studies in Portuguese, Italian, Russian and Arabic (3–6 months).

Ph.D.: Doctor of Business Administration (Columbia Southern University) (rarely mentioned due to preference for content over titles)

## 2. ENTREPRENEURSHIP

### **Shareholder in own extraction company Zoster S.A. (Zeneta, 1978–1989)**

International market development for botanical extracts

Identified commercial opportunities for natural residues in export markets thanks to:

Language skills (Dutch, German, English, Spanish, French) and direct contact with foreign buyers

Agricultural background + basic chemical knowledge

Initiated R&D paths for new extraction methods from citrus residues and other plant wastes

Studied German/English technical literature on extraction techniques

Translated insights into practical prototypes with chemists

Result: Development of various active ingredients, including Neohesperidin Dihydrochalcone, later adopted by a multinational

### **Leadership role in founding extraction company (2000–2012)**

Appointed to establish a new extraction company together with two chemists (Furfural, later Nutrafur, 2000)

Entrepreneurship and Innovation

Extraction company specialized in high-quality plant extracts

Played a key role in strategic positioning through:

Market knowledge: first-hand experience with international sales channels

Product development: advised focus on premium-quality carnosic acid and rosmarinic acid

Cost efficiency: practical knowledge of Spanish production processes

Result:

Grew to a top-2 global player in rosemary extracts

Taken over by an international group due to strong market position

Company for lemon derivatives (1989–2012):

Developed herb trade into a global niche player, even during the 2008 crisis

Strategic advisor & market developer for herb company Derivados Cítricos

Initiator of transformation from herb trade to citrus derivatives

Introduced new product lines (citrus peels, juices)

Established international sales channels for citrus products

Results:

Successful diversification during economic crisis

Factory expansion in 2008

Became global niche market leader



### 3. PUBLICATIONS (SELECTION)

Total: 285 works

Focus areas:

Draughts (checkers) history (official FMJD historian since [2006])

Major work: The influence of the Spanish queen Isabel la Católica on the new “strong queen” in the origin of draughts and modern chess. Spanish literature, years 1283–1700.

History/culture of Blanca & Murcia (100+ titles)

Major work: Blanca, El Ricote de Don Quijote (2005, 1000+ pages) in collaboration with the University of Murcia

### 4. HISTORICAL HYPOTHESES

1992: The influence of Spanish queen Isabel la Católica on the new strong queen in the origin of draughts and modern chess. (verified in 2004 by José Antonio Garzón Roger)

2002: Moriscos of Blanca – proved return after expulsion in 1613 (confirmed by later studies)

Authorship of the 16th-century first draughts book: attribution to Juan de Timoneda instead of Torquemada (verified in 2010 by José Antonio Garzón Roger)

“My goal was never to be right, but to reconstruct lost knowledge.”

## 5. OTHER ACTIVITIES

Checkers sport: Dutch youth champion (1963),  
variant developer

Memberships:

Real Academia Alfonso X el Sabio (since 2005)

Asociación Internacional de Hispanistas

Asociación Hispanistas de Benelux

Notes:

“German language acquired during work in Germany  
from May 1967 to September 1968.

My Spanish began in 1969 in Blanca – not in a  
classroom, but in conversations with elders and  
written studies in Murcia.”

“Academics call my 285 books many. For me each  
book is an unfinished conversation with the future.”

### 3 BIBLIOGRAPHY

#### Books written by Govert Westerveld

**Most of my books, written in English, German, Spanish, French, Dutch, Portuguese, Italian and Arabic, are in the National Library in The Hague (Koninklijke Bibliotheek in The Hague).**

N°	Year	Title	ISBN
01	1990 2014	Las Damas: ciencia sobre un tablero I Las Damas: ciencia sobre un tablero I. 132 pages. Lulu Editors.	84-7665-69 Softcover
02	1992 2014	Damas españolas: 100 golpes de apertura coronando dama. 116 pages. Lulu Editors. Damas españolas: 100 golpes de apertura coronando dama. 116 pages. Lulu Editors.	84-604-3888-0  None
03	1992 2014	Damas españolas: 100 problemas propios con solamente peones. Damas españolas: 100 problemas propios con solamente peones. 108 pages. Lulu Editors.	84-604-3887-2  None
04	1992 2014	Las Damas: ciencia sobre un tablero, II Las Damas: ciencia sobre un tablero, II. 124 pages. Lulu Editors.	84-604-3886-4 None

05	1992 2014	Las Damas: ciencia sobre un tablero, III Las Damas: ciencia sobre un tablero, III. 124 pages. Lulu Editors.	84-604-4043-5 None
06	1992	Libro llamado Ingenio...juego de marro de punta: hecho por Juan de Timoneda. (Now not edited).	84-604-4042-7
07	1993 2014	Pedro Ruiz Montero: Libro del juego de las damas vulgarmente nombrado el marro. Pedro Ruiz Montero: Libro del juego de las damas vulgarmente nombrado el marro. 108 pages. Lulu Editors.	84-604-5021-X None
08	1997	De invloed van de Spaanse koningin Isabel la Católica op de nieuwe sterke dame in de oorsprong van het dam- en moderne schaakspel. Spaanse literatuur, jaren 1283-1700. In collaboration with Rob Jansen. 329 pages. (Now not edited)	84-605-6372-3 hardcover
09	1997  2014  2014	Historia de Blanca, lugar más islamizado de la región murciana, año 711-1700. Foreword: Prof. Dr. Juan Torres Fontes, University of Murcia. 900 pages. Historia de Blanca, lugar más islamizado de la región murciana, año 711-1700. Volume I. 672 pages. Lulu Editors. Historia de Blanca, lugar más islamizado de la	84-923151-0-5  978-1-291-80895-7 paperback  978-1-29-80974-9

		región murciana, año 711-1700. Volume I. 364 pages. Lulu Editors.	
10	2001	Blanca, “El Ricote” de Don Quijote: expulsión y regreso de los moriscos del último enclave islámico más grande de España, años 1613-1654. Foreword of Prof. Dr. Francisco Márquez Villanueva – University of Harvard – USA. 1004 pages.	84-923151-1-3
	2014	Blanca, “El Ricote” de Don Quijote: expulsión y regreso de los moriscos del último enclave islámico más grande de España, años 1613-1654. 552 pages. Lulu Editors.	978-1-291-80122-4 Paperback
	2014	Blanca, “El Ricote” de Don Quijote: expulsión y regreso de los moriscos del último enclave islámico más grande de España, años 1613-1654. 568 pages. Lulu Editors.	978-1-291-80311-2
11	2004	Inspiraciones	Without publishing
12	2004	La reina Isabel la Católica: su reflejo en la dama poderosa de Valencia, cuña del ajedrez moderno y origen del juego de damas. In collaboration with José Antonio Garzón Roger. Foreword: Dr. Ricardo Calvo. Generalidad Valenciana. Conselleria de Cultura, Educació i Esport. Secretaria Autònoma de Cultura. 426 pages.	84-482-3718-8 paperback
13	2006	Los tres autores de La Celestina. Volume I.	10:84-923151-4-8

	2009	Foreword: Prof. Ángel Alcalá – University of New York. 441 pages. (bubok.com) Los tres autores de La Celestina. Volume I. 441 pages (bubok.com)	None
14	2007  2014 2014	Miguel de Cervantes Saavedra, Ana Felix y el morisco Ricote del Valle de Ricote en “Don Quijote II” del año 1615 (capítulos 54, 55, 63, 64 y 65. Dedicated to Prof. Francisco Márquez Villanueva of the University of Harvard. 384 pages. El Morisco Ricote del Valle de Ricote. Volume I. 306 pages. Lulu Editors El Morisco Ricote del Valle de Ricote. Volume II. 318 pages. Lulu Editors.	10:84-923151-5-6  978-1-326-09629-8 Hardcover 978-1-326-09679-3 Hardcover
15	2008	Damas Españolas: El contragolpe. 112 pages. Lulu Editors.	10:84-923151-9-2
16	2008  2015	Biografía de Doña Blanca de Borbón (1336-1361). El pontificado y el pueblo en defensa de la reina de Castilla. 142 pages. Biografía de doña Blanca de Borbón (1336-1361). 306 pages. Lulu Editors	10:84-923151-7-2  978-1-326-47703-5 Hardcover en KB
17	2008	Biografía de Don Fadrique, Maestre de la Orden de Santiago (1342-1352). 122 pages. Biografía de Don Fadrique, Maestre de la Orden de Santiago. 228 pages. Lulu Editors.	10:84-923151-6-4  978-1-326-47359-4 Hardcover

18	2008 2009	Los tres autores de La Celestina. Volume II. 142 pages. (Now not edited) Los tres autores de La Celestina. Volume II. 142 pages. Ebook (bubok.com)	10:978-84-612-604-0-9 None
19	2008 2015	El reino de Murcia en el tiempo del rey Don Pedro, el Cruel (1350-1369). 176 pages El reino de Murcia en el tiempo del rey Don Pedro I el Cruel (1350-1369). 336 pages. Lulu Editors	13:978-84-612-6037-9 978-1-326-47531-4 Hardcover
20	2008 2015	Los comendadores del Valle de Ricote. Siglos XIII-XIV. Volume I. 178 pages Los Comendadores del Valle de Ricote. Siglox XIII-XIV. 316 pages. Lulu Editors.	13:978-84-612-6038-6 978-1-326-47485-0 Hardcover
21	2009 2015 2015	Doña Blanca y Don Fadrique (1333-1361) y el cambio de Negra (Murcia) a Blanca. 511 pages. De Negra a Blanca. Tomo I. 520 pages. De Negra a Blanca Tomo II. 608 pages Lulu Editors	13:978-84-612-6039-3 978-1-326-47805-6 Hardcover 978-1-326-47872-8 Hardcover
22	2009 2015	Los tres autores de La Celestina. Volume III. 351 pages. (Godofredo Valle de Ricote). Los tres autores de La Celestina. Volume III. 424 pages. (bubok.com)	13:978-84-613-2191-9 None
23	2009 2015	Los tres autores de La Celestina. Volume IV. 261 pages. (Godofredo Valle de Ricote). Tres autores de La Celestina. Volumen IV.	13:978-84-613-2189-6 None

		312 pages. Ebook (bubok.com)	
24	2010	El monumento del Morisco Ricote y Miguel de Cervantes Saavedra. 80 pages.	13:978-84-613-2549-8
25	2011 2012	Un ejemplo para España, José Manzano Aldeguez, alcalde de Beniel (Murcia), 1983-2001. 470 pages. Foreword: Ramón Luis Valcárcel Sisa. (Now not edited) Un ejemplo para España, José Manzano Aldeguez, alcalde de Beniel (Murcia), 1983-2001. 470 pages. Ebook (bubok.com)	978-84-614-9221-3  None
26	2012	The History of Checkers of William Shelley Branch. 182 pages. (Now not edited).	None
27	2013	Biografía de Juan Ramírez de Lucena. (Embajador de los Reyes Católicos y padre del ajedrecista Lucena). 240 pages. Lulu Editors.	978-1-291-66911-4
28	2016	El tratado contra la carta del Prothonotario de Lucena. 182 pages. (Now not edited)	None
29	2012	La obra de Lucena: “Repetición de amores”. 83 pages. (Now not edited)	None
30	2012	El libro perdido de Lucena: “Tractado sobre la muerte de Don Diego de Azevedo”. 217 pages. (bubok.com)	None
31	2012	De Vita Beata de Juan de Lucena. 86 pages. (Ebook – bubok.com)	None
32	2013	Biografía de Maurice	978-1-291-68772-9



		Raichenbach, campeón mundial de las damas entre 1933-1938. Volume I. 357 pages. Lulu Editors.	Paperback
33	2013	Biografía de Maurice Raichenbach, campeón mundial de las damas entre 1933-1938. Volume II. 300 pages. Lulu Editors.	978-1-291-68769-9 Paperback
34	2013	Biografía de Amadou Kandié, jugador fenomenal senegal's de las Damas entre 1894-1895. 246 pages. Lulu Editors.	978-1-291-68450-6 Paperback
35	2013	The History of Alquerque-12. Spain and France. Volume I. 388 pages. Lulu Editors	978-1-291-66267-2 Paperback
36	2013	Het slechtste damboek ter wereld ooit geschreven. 454 pages. Lulu Editors.	978-1-291-68724-8 Paperback
37	2013	Biografía de Woldoubu. 239 pages. Lulu Editors.	978-1-291-68122-2 Paperback
38	2013	Juan del Encina (alias Lucena), autor de Repetición de amores. 96 pages. Lulu Editors	978-1-291-63347-4
39	2013	Juan del Encina (alias Francisco Delicado). Retrato de la Lozana Andaluza. 352 pages. Lulu Editors.	978-1-291-63782-3
40	2013	Juan del Encina (alias Bartolomé Torres Naharro). Propalladia. 128 pages. Lulu Editors	978-1-291-63527-0
41	2013	Juan del Encina, autor de las comedias Thebayda, Ypolita y Serafina. 92 pages. Lulu Editors	978-1-291-63719-9
42	2013	Juan del Encina, autor de la Carajicomedia. 128 pages. Lulu Editors	978-1-291-63377-1

43	2013	El Palmerín de Olivia y Juan del Encina. 104 pages. Lulu Editors	978-1-291-62963-7
44	2013	El Primaleón y Juan del Encina. 104 pages. Lulu Editors.	978-1-291-61480-7
45	2013	Hernando del Castillo seudónimo de Juan del Encina. 96 pages. Lulu Editors	978-1-291-63313-9
46	2013	Amadis de Gaula. Juan del Encina y Alonso de Cardona. 84 pages. Lulu Editors	978-1-291-63990-2
47	2013	Sergas de Esplandián y Juan del Encina. 82 pages. Lulu Editors	978-1-291-64130-1
48	2013	History of Checkers (Draughts). 180 pages. Lulu Editors.	978-1-291-66732-5 Paperback
49	2013	Mis años jóvenes al lado de Ton Sijbrands and Harm Wiersma, futuros campeones mundiales. 84 pages. Lulu Editors.	978-1-291-68365-3 Paperback
50	2013	De Spaanse oorsprong van het Dam- en moderne Schaakspel. Volume I. 382 pages. Lulu Editors.	978-1-291-66611-3 Paperback
51	2013	Alonso de Cardona, el autor de la Questión de amor. 88 pages. Lulu Editors.	978-1-291-65625-1
52	2013	Alonso de Cardona. El autor de la Celestina de Palacio, Ms. 1520. 96 pages. Lulu Editors.	978-1-291-67505-4
53	2013	Biografía de Alonso de Cardona. 120 pages. Lulu Editors.	978-1-291-68494-0
54	2014	Tres autores de La Celestina: Alonso de Cardona, Juan del Encina y Alonso de Proaza.	978-1-291-86205-8

		168 pages. Lulu Editors.	
55	2014	Blanca, una página de su historia: Expulsión de los moriscos. (With Ángel Ríos Martínez). 280 pages. Lulu Editors.	None
56	2014	Ibn Sab'in of the Ricote Valley, the first and last Islamic place in Spain. 288 pages. Lulu Editors.	978-1-326-15044-0 Hardcover
57	2015	El complot para el golpe de Franco. 224 pages. Lulu Editors.	978-1-326-16812-4 Hardcover
58	2015	De uitdaging. Van damsport tot topproduct. Hoe de damsport mij hielp voedingsproducten van wereldklasse te creëren. 312 pages. Lulu Editors.	978-1-326-15470-7 Hardcover
59	2015	The History of Alquerque-12. Remaining countries. Volume II. 436 pages. Lulu Editors.	978-1-326-17935-9 paperback
60	2015	Your visit to Blanca, a village in the famous Ricote Valley. 252 pages. Lulu Editors.	978-1-326-23882-7 Hardcover
61	2015	The Birth of a new Bishop in Chess. 172 pages. Lulu Editors.	978-1-326-37044-2 Hardcover
62	2015	The Poem Scachs d'amor (1475). First Text of Modern Chess. 144 pages. Lulu Editors.	978-1-326-37491-4 Hardback
63	2015	The Ambassador Juan Ramírez de Lucena, the father of the chessbook writer Lucena. 226 pages. Lulu Editors.	978-1-326-37728-1 Hardcover
64	2015	Nuestro ídolo en Holanda: El senegalés Baba Sy campeón mundial del juego de las damas (1963-1964). 272 pages.	None

		(bubok.com).	
65	2015	Baba Sy, the World Champion of 1963-1964 of 10x10 Draughts. Volume I. 264 pages. Lulu Editors.	978-1-326-39729-6 Hardcover
66	2015	The Training of Isabella I of Castile as the Virgin Mary by Churchman Martin de Cordoba. 172 pages. Lulu Editors.	978-1-326-40364-5 Hardcover
67	2015	El Ingenio ó Juego de Marro, de Punta ó Damas de Antonio de Torquemada. 228 pages. Lulu Editors.	978-1-326-40451-2 Hardcover
68	2015	Baba Sy, the World Champion of 1963-1964 of 10x10 Draughts. Volume II. 204 pages. Lulu Editors.	978-1-326-43862-3 Hardcover
69	2016	The Origin of the Checkers and Modern Chess Game. Volume I. 316 pages. Lulu Editors.	978-1-326-60212-3 Hardcover
70	2015	The Origin of the Checker and Modern Chess Game. Volume III. 312 pages. Lulu Editors.	978-1-326-60244-4
71	2015	Woldouby's Biography, Extraordinary Senegalese checkers player during his stay in France 1910-1911. 236 pages. Lulu Editors.	978-1-326-47291-7 Hardcover
72	2015	La Inquisición en el Valle de Ricote. (Blanca, 1562). 264 pages. Lulu Editors.	978-1-326-49126-0 Hardcover
73	2015	History of the Holy Week Traditions in the Ricote Valley. (With Ángel Ríos Martínez). 140 pages. Lulu Editors.	978-1-326-57094-1 Hardcover
74	2016	Revelaciones sobre Blanca. 632 pages. Lulu Editores.	978-1-326-59512-8 Hardcover

75	2016	Muslim history of the Región of Murcia (715-1080). Volume I. 308 pages. Lulu Editors.	978-1-326-79278-7 Hardcover
76	2016	Researches on the mysterious Aragonese author of La Celestina. 288 pages. Lulu Editors.	978-1-326-81331-4 Hardcover
77	2016	The life of Ludovico Vicentino degli Arrighi between 1504 and 1534. 264 pages. Lulu Editors	978-1-326-81393-2 Hardcover
78	2016	The life of Francisco Delicado in Rome: 1508-1527. 272 pages. Lulu Editors.	978-1-326-81436-6 Hardcover
79	2016	Following the Footsteps of Spanish Chess Master Lucena in Italy. 284 pages. Lulu Editors.	978-1-326-81682-7 Hardcover
80	2016	Historia de Granja de Rocamora: La Expulsión en 1609-1614. 124 pages. Lulu Editors.	978-1-326-85145-3 Hardcover
81	2013	De Spaanse oorsprong van het Dam- en Moderne Schaakspel. Deel II. 384 pages. Lulu Editors.	978-1-291-69195-5 paperback
82	2015	The Spanish Origin of the Checkers and Modern Chess Game. (De Spaanse oorsprong van het Dam- en Moderne Schaakspel) Volume III. 312 pages. Lulu Editores.	978-1-326-45243-8 Hardcover
83	2014	El juego de las Damas Universales (100 casillas). 100 golpes de al menos siete peones. 120 pages.	13-978-84-604-3888-0
84	2009	Siglo XVI, siglo de contrastes. (With Ángel Ríos Martínez). 153 pages. (bubok.com). Authors:	978-84-613-3868-9

		Ángel Rios Martínez & Govert Westerveld	
85	2010	Blanca, una página de su historia: Último enclave morisco más grande de España. 146 pages. (bubok.com). Authors: Ángel Rios Martínez & Govert Westerveld	None
86	2017	Ibn Sab'in del Valle de Ricote; El último lugar islámico en España. 292 pages. Lulu Editors.	978-1-326-99819-6 Hardcover
87	2017	Blanca y sus hierbas medicinales de antaño. 120 pages. Lulu Editors.	978-0244-01462-9 Hardcover
88	2017	The Origin of the Checkers and Modern Chess Game. Volume II. 300 pages. Lulu Editors	978-0-244-04257-8 Hardcover
89	2017	Muslim History of the Region of Murcia (1080-1228). Volume II. 308 pages. Lulu Editors	978-0-244-64947-0
90	2018	History of Alquerque-12. Volume III. 516 pages. Lulu Editors.	978-0-244-07274-2 Paperback
91	2015	La Celestina: Lucena y Juan del Encina. Volume I. 456 pages. Lulu Editores.	978-1-326-47888-9 Hardcover
92	2015	La Celestina: Lucena y Juan del Encina. Volume II. 232 pages. Lulu Editores	978-1-326-47949-7 Hardcover
93	2018	La Celestina: Lucena y Juan del Encina. Volume III. 520 pages. Lulu Editors.	978-0-244-65938-7
94	2018	La Celestina: Lucena y Juan del Encina. Volume IV. 248 pages. Lulu Editors.	978-0-244-36089-4
95	2018	La Celestina: Lucena y Juan del Encina. Volume	978-0-244-57803-9 Lulu Editors

		V. (In press)	
96	2018	Draughts and La Celestina's creator Francesch Vicent (Lucena), author of: Peregrino y Ginebra, signed by Hernando Diaz. 412 pages. Lulu Editors.	978-0-244-05324-6
97	2018	Draughts and La Celestina's creator Francesch Vicent (Lucena) in Ferrara. 316 pages. Lulu Editors.	978-0-244-95324-9
98	2018	Propaladia Lucena	In Press
99	2018	Question de Amor Lucena	In Press
100	2018	My Young Years by the side of Harm Wiersma and Ton Sijbrands, Future World Champions – 315 pages. Lulu Editors.	978-0-244-66661-3 Lulu Editors
101	2018	The Berber Hamlet Aldarache in the 11th-13th centuries. The origin of the Puerto de la Losilla, the Cabezo de la Cobertera and the village Negra (Blanca) in the Ricote Valley. 472 pages. Lulu Editors.	978-0-244-37324-5 Lulu Editors Hardcover
103	2018	La gloriosa historia española del Juego de las Damas – Tomo I. 172 pages. Lulu Editors.	978-0-244-38353-4 Lulu Editors Hardcover
102	2018	La gloriosa historia española del Juego de las Damas – Tomo II. 148 pages. Lulu Editors.	978-0-244-08237-6 Lulu Editors Hardcover
104	2018	La gloriosa historia española del Juego de las Damas – Tomo III. 176 pages. Lulu Editors.	978-0-244-98564-6 Lulu Editors Hardcover
105	2018	La fabricación artesanal de papel en Negra (Blanca) Murcia. (Siglo XIII)	978-0-244-11700-9 Lulu Editors Hardcover

106	2018	La aldea bereber Aldarache en los siglos XI-XIII. El origen del Puerto de la Losilla, el Cabezo de la Cobertera y el pueblo Negra (Blanca) en el Valle de Ricote.	In Press
107	2018	Analysis of the Comedy and Tragicomedy of Calisto and Melibea. Lulu Editors. 131 pages. Lulu Editors.	978-0-244-41677-5 Lulu Editors Hardcover
108	2018	Diego de San Pedro and Juan de Flores: the pseudonyms of Lucena, the son of doctor Juan Ramírez de Lucena. Lulu Editors. 428 pages. Lulu Editors.	978-0-244-72298-2 Lulu Editors Hardcover
109	2018	Dismantling the anonymous authors of the books attributed to the brothers Alfonso and Juan de Valdés. 239 pages. Lulu Editors.	978-0-244-26453-6 Lulu Editors
110	2018	Revelation of the true authors behind Villalon's books and manuscripts. 429 pages. Lulu Editors.	978-0-244-56448-3 Lulu Editors
111	2018	Doubt about the authorship of the work Asno de oro published in Seville around 1513. 225 pages. Lulu Editors.	978-1-792-03946-1 KDP Amazon
112	2018	Damas Españolas: Reglas y estrategia. Tomo I. 138 pages. Lulu Editors.	978-0-244-86526-9 Lulu Editors
113	2019	<i>El Lazarillo</i> , initiated by Lucena and finished by Bernardo de Quirós. 282 pages. Lulu Editors.	978-0-244-56495-7 Lulu Editors
114	2019	Damas Españolas: Direcciones para jugar bien. Tomo II. 150 pages.	978-0-244-56529-9 Lulu Editors



		Lulu Editors.	
115	2019	Damas Españolas: Principios elementales y Golpes. Tomo III. 142 Pages. Lulu Editors	978-0-244-26573-1 Lulu Editors
116	2019	Damas Españolas: Concepto combinativo y Juego posicional. Tomo IV. 117 pages. Lulu Editors.	978-0-244-26590-8 Lulu Editors
117	2019	Een zwarte bladzijde in de geschiedenis van Murcia. Wetenswaardigheden over de gehuchten en dorpen langs de vreemde route van de twee vermiste Nederlanders in de Spaanse deelstaat Murcia. 303 bladzijden. Lulu Editors	978-0-244-56569-5 Lulu Editors
118	2019	Damas Españolas: La partida. Tomo V. 130 páginas. Lulu Editors	978-0-244-86605-1 Lulu Editors
119	2019	Damas Españolas: Los problemas. Tomo VI. 114 páginas. Lulu Editors. Hardcover	978-0-244-26643-1 Lulu Editors
120	2020	Tradiciones y costumbres holandesas. Vida familiar, social y comercial. 312 pages. Lulu Editors.	978-0-244-56551-0 Lulu Editors
121	2020	Gonzalo Fernández de Oviedo (Lucena), the unknown son of the Embassador Juan Ramírez de Lucena and author of La Celestina. Volume I. 414 pages. Lulu Editors.	978-0-244-27298-2 Lulu Editors
122	2020	Gonzalo Fernández de Oviedo (Lucena), the unknown son of the Embassador Juan Ramírez de Lucena and author of La Celestina. Volume II.	978-0-244-87333-2 Lulu Editors

		422 pages. Lulu Editors.	
123	2020	Muslim History of the Region of Murcia (1229-1304). Volume III. 300 pages. Lulu Editors	In Press
124	2020	Juan de Sedeño and Fernando de Rojas	978-1-71686-700-2 Lulu Editors
125	2020	Gonzalo Fernández de Oviedo, the author of <i>Lazarillo</i> and <i>Viaje de Turquía</i>	978-1-71679-758-3 Lulu Editors
126	2020	Testament of Fernando de Rojas. Pursuit of the missing writer	978-1-71680-426-7 Lulu Editors
127	2020	Gonzalo Fernández de Oviedo and Fernando de Rojas – the Authors of Repetición de Amores and Arte de Ajedrez. 265 pages. Lulu Editors.	978-1-71674-220-0 Lulu Editors
128	2020	Gonzalo Fernández de Oviedo and Continuations of La Celestina. 671 pages. Lulu Editors	978-1-71670-562-5 Lulu Editors
129	2020	My family tree. 53 pages. Lulu Editors	978-1-71668-665-8 Lulu Editors
130	2020	El Gran Capitán, obra escrita por Fernando de Rojas & Gonzalo Fernández de Oviedo 77 pages. Lulu Editors	978-1-71665-818-1 Lulu Editors
131	2020	Gonzalo Fernández de Oviedo y sus obras. Tomo I. 276 pages. Lulu Editors	978-1-71665-331-5 ©
132	2020	Analysing Literary Works in Fernando de Rojas' Will. Volume I. 719 pages. Lulu Editors	978-1-71665-894-5 ©
133	2020	Relatos blanqueños	In Press
134	2020	Draughts is more difficult than chess. El juego de damas es más difícil que el ajedrez. 97 pages. Lulu Editors	978-1-716-43612-3 ©

135	2021	Discovering Blanca. 10 routes to discover its natural and cultural wealth. Authors: José Molina Ruíz, M <sup>a</sup> Luz Tudela Serrano, Virginia Guillén Serrano, Govert Westerveld – 159 pages	978-1-716-37511-8
136	2021	Una idea de la vida en Blanca alrededor del año 1900. Authors: Ángel Ríos Martínez, Govert Westerveld – 148 pages Lulu Editors	978-1-716-27209-7
137	2021	Beautiful introductory forcing moves and hidden combinations. Years 1885 – 1933 256 pages – Lulu editors	978-1-716-17015-7
138	2021	Cambiando Blanca por Ricote alrededor del año 1900. 195 pages – Lulu Editors	978-1-716-55470-4
139	2021	Draughts dictionary English, Spanish, French, Arabic, Dutch 147 Pages. Lulu Editors	978-1-008-99182-8
140	2021	Tactics & Strategies of the World Champion (1895-1912) Isidore Weiss in Draughts 349 pages. Lulu Editors.	978-1-008-96582-9
141	2021	250 New Positions of the World Champion (1895-1912) Isidore Weiss in Draughts. 283 pages. Lulu Editors	978-1-008-96563-8
142	2021	Innovative Creativity of the World Champion (1895-1912) Isidore Weiss in Draughts. 333 pages. Lulu Editors	978-1-008-96561-4
143	2021	Las Tácticas & Estrategias del Campeón Mundial	978-1-4717-9926-6

		(1895-1912) Isidore Weiss en el Juego de Damas.	
144	2021	250 Nuevas posiciones del Campeón Mundial (1895-1912) Isidore Weiss en el Juego de Damas.	978-1-7947-2194-4
145	2021	Creatividad Innovativa del Campeón Mundial (1895-1912) Isidore Weiss en el Juego de Damas.	978-1-7947-1992-7
146	2021	Tactique & Stratégie du Jeu de Dames par Isidore Weiss	978-1-291-77299-9
147	2021	250 Nouvelles positions dans le Jeu de Dames du champion du monde (1895-1912) Isidore Weiss.	978-1-7947-0355-1
148	2021	Créativité innovante dans le Jeu de Dames du champion du monde (1895-1912) Isidore Weiss.	978-1-7947-0052-9
149	2021	Tactiek & Strategie van het Damspel door Isidore Weiss	978-1-7947-8747-6
150	2021	250 Nieuwe Damposities van de Wereldkampioen (1895-1912) Isidore Weiss	978-1-7947-2512-6
151	2021	Innovatieve Creativiteit van de Wereldkampioen (1895-1912) Isidore Weiss in de Damsport.	978-1-7947-1967-5
152	2021	Tattica & Strategia del Campione del Mondo (1895-1912) Isidore Weiss nel gioco della dama	978-1-387-60954-3
153	2021	250 Nuove Posizioni del Campione del Mondo (1895-1912) Isidore Weiss nel gioco della Dama	978-1-7947-7386-8
154	2021	Creatività innovadora del Campione del Mondo (1895-1912) Isidore Weiss nel gioco della Dama	978-1-7947-4069-3
155	2021	Taktik & Strategie des	978-1-387-92348-9

		Weltmeisters (1895-1912) Isidore Weiss in Dame	
156	2021	250 Neue Positionen des Weltmeisters (1895-1912) Isidore Weiss in Dame	978-1-7947-1197-6
157	2021	Innovative Kreativität des Weltmeisters (1895-1912) Isidore Weiss in Dame.	978-1-7947-1068-9
158	2021	As táticas & Estratégias do Campeão Mundial (1895- 1912) Isidore Weiss no Jogo de Damas	978-1-84799-808-8
159	2021	250 Novas Posições do Campeão Mundial (1895- 1912) Isidore Weiss no Jogo de Damas	978-1-7947-3420-3
160	2021	Criatividade inovadora do Campeão Mundial (1895-1912) Isidore Weiss no Jogo de Damas	978-1-4717-7858-2
161	2021	Joseph Dentrux, le premier problémiste le plus vieux deu monde	978-1-7948-0419-7
162	2021	Estrategia para la utilización integral y comercialización de algunos sub-productos de los citricos	978-1-7947-4227-7
163	2022	Enkele gegevens over de geschiedenis van het Fries dammen	978-1-716-02445-0
164	2022	Revelaciones sobre Blanca. Tomo II	978-1-716-01266-2
165	2022	Draughts heroes of the 100 squares (1850-1912). Letters A-H. Volume I	978-1-4583-8122-4
166	2022	Draughts Poems from France, Spain, Germany, Poland, The Netherlands, The United States, Sweden, Great Britain, and Russia.	978-1-4717-5248-3
167	2022	Doctor Manuel Cárcelos	978-1-4716-4610-2

		Sabater. Revolucionario en el Cantón de Cartagena, en la Cirugía y en el Juego de Damas	
168	2022	Finales del juego de damas según Dr. Carlos Rodríguez Lafora. Breve biografía.	978-1-4710-7103-4
169	2022	Libro del Juego de Damas según un Canónigo del Sacromonte de la Ciudad de Granada	978-1-716-27209-7
170	2022	Tapas van weleer uit Blanca (Murcia); behorende tot de moriskén streek Ricote dat Cervantes in 1615 beschreef in Don Quijote II	978-1-4710-4443-4
171	2022	Tapas of yesteryear from Blanca (Murcia); belonging to the Morish Ricote region that Cervantes described in Don Quijote II in 1615	978-1-4710-3976-8
172	2022	Hearty Appetite Eduardo Sánchez Molina Traductor: Govert Westerveld	978-1-4710-0610-4
173	2022	Gezonde Eetlust Eduardo Sánchez Molina Traductor: Govert Westerveld	978-1-4709-7871-6
174	2022	Libro de los autos para el reclutamiento de los soldados de milicia de Blanca (1635-1642)	Ebook, sin ISBN
175	2022	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Reconstrucción de «Flores y lágrimas»	DOI: 10.13140/RG.2.2.174.24.28161
176	2023	El poeta blanqueño Antonio Molina González (1850-1919)	DOI: 10.13140/RG.2.2.15582.72006

177	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. «Ratos perdidos» Tomo II	DOI: 10.13140/ RG.2.2.13488.02569
178	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Historia de unos amores Tomo III	DOI: 10.13140/ RG.2.2.10434.04802
179	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Polémica charadística I Tomo IV	DOI: 10.13140/ RG.2.2.24871.62880
180	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Cuestión de Bombo Tomo V	DOI: 10.13140/ RG.2.2.32670.41283
181	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Polémica charadística II Tomo VI	DOI: 10.13140/ RG.2.2.32303.41127
182	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Polémica charadística III Tomo VII	DOI: 10.13140/ RG.2.2.27873.17768
183	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Mocedades Tomo VIII	DOI: 10.13140/ RG.2.2.25130.49606
184	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Fruta del tiempo Tomo IX	DOI: 10.13140/ RG.2.2.25372.97920
185	2023	José Rodríguez López (1863-1890), el guardia civil poeta de Blanca (Murcia).	DOI: 10.13140/ RG.2.2.31140.14723
186	2023	Tirso Camacho (1870-1937) Crónicas del Pasado. (1889-1911). Tomo I	

187	2023	Tirso Camacho (1870-1937) Crónicas del Pasado (1912-1937). Tomo II	
188	2023	Tirso Camacho (1870-1937) Desde España a Filipinas. Tomo III	
189	2023	Tirso Camacho (1870-1937) Esbozos forenses. Tomo IV	
190	2023	Tirso Camacho (1870-1937) Auras de arriba. Tomo V	
191	2023	Tirso Camacho (1870-1937) Luciérnagas y Sensitivas. Tomo VI	
192	2023	Tirso Camacho (1870-1937) Poemas 1889-1911 Tomo VII Con Manuel Enrique Gutiérrez Camacho	978-1-4467-3469-8
193	2023	Tirso Camacho (1870-1937) Poemas 1912-1937. Tomo VIII Con Manuel Enrique Gutiérrez Camacho	978-1-4466-9079-6
194	2023	Tirso Camacho (1870-1937) Reflejos de lo Divinos. Tomo IX Con Manuel Enrique Gutiérrez Camacho	
195	2023	Tirso Camacho (1870-1937) Monólogos científicos. Tomo X. Con Manuel Enrique Gutiérrez Camacho	
196	2023	Tirso Camacho (1870-1937) Poemas de Sevilla. Tomo XI. Por Manuel Enrique Gutiérrez Camacho	
197	2023	Tirso Camacho (1870-1937) Poemas de Sevilla Tomo XII. Por Manuel Enrique Gutiérrez Camacho	
198	2023	Tirso Camacho (1870-	978-1-4467-5185-5



		1937) Regionalismo andaluz. Tomo XIII Con Manuel Enrique Gutiérrez Camacho	
199	2023	Tirso Camacho (1870-1937). Joyas y Tradiciones Sevillanas. Tomo XIV Con Manuel Enrique Gutiérrez Camacho	
200	2023	Tirso Camacho (1870-1937) Los grandes maestros. Tomo XV Con Manuel Enrique Gutiérrez Camacho	
201	2023	Tirso Camacho (1870-1937) Ingreso en la Academia. Tomo XVI Con Manuel Enrique Gutiérrez Camacho	
202	2023	Tirso Camacho (1870-1937) Academia de las Buenas Letras. Tomo XVII Con Manuel Enrique Gutiérrez Camacho	
203	2023	Tirso Camacho (1870-1937) Premios. Tomo XVIII. Con Manuel Enrique Gutiérrez Camacho	
204	2023	Tirso Camacho (1870-1937) Biografía de Tirso Camacho. Tomo XIX Por Manuel Enrique Gutiérrez Camacho	
205	2023	Tirso Camacho (1870-1937) Testimonios sobre Tirso Camacho. Tomo XX Con Manuel Enrique Gutiérrez Camacho	
206	2023	Juego de Damas Cognitivo Inglés Tomo I	978-1-4467-6681-1
207	2023	Juego de Damas Cognitivo Alemán Tomo I	978-1-4467-6650-7

208	2023	Juego de Damas Cognitivo Francés Tomo I	978-1-4467-6600-2
209	2023	Juego de Damas Cognitivo Español Tomo I	978-1-4467-6584-5
210	2023	Juego de Damas Cognitive Portugués Tomo I	978-1-4467-5340-8
211	2023	Juego de Damas Cognitivo Italiano Tomo I	978-1-4467-6465-7
212	2023	Juego de Damas Cognitivo Holandés Tomo I	978-1-4467-5320-0
213	2023	Juego de Damas Cognitivo Ruso Tomo I	ebook
214	2023	Juego de Damas Cognitivo Árabe Tomo I	ebook
215	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Muestras sin valor Tomo X	
216	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. En Serio y Broma Tomo XI	
217	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Hojarasca - Tomo XII	
218	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. De Militar y Paisano Tomo XIII	
219	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Varios Tomo XIV	
220	2023	Carlos Cano y Núñez	

		(1846-1922). Poeta de padres blanqueños. Poemas desconocidos Tomo XV	
221	2023	Carlos Cano y Cathalan Tomo XVI.	
222	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Biografías - Tomo XVII	
223	2023	Carlos Cano y Núñez (1846-1922). Poeta de padres blanqueños. Balart – Tomo XVIII	
224	2023	La chute d'un peuple	978-1-4467-2175-9
225	2023	La caída de un pueblo	978-1-4467-2201-5
226	2023	De val van een volk	978-1-4467-2204-6
227	2023	Der Untergang eines Volkes	978-1-4467-2169-8
228	2023	The Fall of a People	978-1-4467-2196-4
229	2023	Cognitivo polaco Volumen I	978-1-4466-6352-3
230	2023	Juego de Damas Cognitivo Holandés Tomo II	Private
231	2023	Cognitivo inglés Volumen II	978-1-4466-6289-2
232	2023	Cognitivo alemán Volumen II	
233	2023	Cognitivo francés Volumen II	
234	2023	Cognitivo español Volumen II	
235	2023	Cognitivo portugués Volumen II	
236	2023	Cognitivo italiano Volumen II	
237	2023	Cognitivo ruso Volumen II	
238	2023	Cognitivo árabe Volumen II	
239	2023	Cognitivo polaco Volumen II	

240	2023	Alfredo Trigueros Candel (1884-1959). Crónica del pasado. Tomo I Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	ebook
241	2023	Alfredo Trigueros Candel (1884-1959). Poemas. Tomo II. Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	ebook
242	2023	Alfredo Trigueros Candel (1884-1959). El Conde de Lavapiés. Tomo III Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	ebook
243	2023	Alfredo Trigueros Candel (1884-1959). Sangre Azul. Tomo IV. Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	ebook
244	2023	Alfredo Trigueros Candel (1884-1959). El Anónimo. Tomo V Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	ebook
245	2023	Alfredo Trigueros Candel (1884-1959). El Fin de una Leyenda. Tomo VI Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	ebook
246	2023	Alfredo Trigueros Candel (1884-1959). La Modelo. Tomo VII. Ángel Ríos Martínez, Ángel Cano Molina y	Ebook

		Govert Westerveld.	
247	2023	Alfredo Trigueros Candel (1884-1959). Los Pintores. Tomo VIII. Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	
248	2023	Alfredo Trigueros Candel (1884-1959). Lidia y Don Roque. Tomo IX. Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	
249	2023	Instantes Inmortalizados: Poemas de María de Yarmouth (c. 1862 – 1892)	
250	2024	Alfredo Trigueros Candel (1884-1959). La Aldea. Tomo X. Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	
251	2024	Antonio Molina González 2ª edición Govert Westerveld Ángel Ríos Martínez	
252	2024	Alfredo Trigueros Candel (1884-1959). De Telón adentro. Tomo X Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	
253	2024	La Voz de Panocho, Tomo I	
254	2024	La Voz de Panocho, Tomo II	
255	2024	La Voz de Panocho, Tomo III	
256	2024	La Voz de Panocho, Tomo IV	
257	2024	La Voz de Panocho, Tomo V	

		Miguel Rubio Arroniz Documentos	
258	2024	Alfredo Trigueros Candel (1884-1959). Esclavos del odio. Tomo XII. Ángel Ríos Martínez, Ángel Cano Molina y Govert Westerveld.	
259	2024	Cor Westerveld Deel I	Private use
260	2024	Antonio Molina González Cristianos consejos  Ángel Ríos Martínez Govert Westerveld	
261	2024	La Voz de Panocho. Tomo VI. El escritor de costumbres murcianas: Diego Espinosa y Carrillo (1824-1875)	
262	2024	El antiguo nombre árabe de Blanca (Murcia).	
263	2024	La Voz de Panocho. Raíces de una Tradición: El Entierro de la Sardina en Murcia, 1851-1879. Tomo VII.	
264	2024	Expulsión y Repoblación (1610-1613). El informe del Padre Pereda. Estudio, compilación y notas de GW.	
265	2024	Expulsie en Herbevolking (1610- 1613). Het verslag van Pater Pereda. Studie, compilatie en notities van GW.	
266	2024	Expulsion and Repopulation (1610-	

		1613). The Report of Father Pereda. Study, Compilation, and Notes by GW.	
267		Vertreibung und Wiederbesiedlung (1610-1613). Der Bericht von Pater Pereda. Studie, Zusammenstellung und Anmerkungen von GW.	
268		Expulsion et Répopulation (1610-1613). Le rapport du Père Pereda. Étude, compilation et notes de GW.	
269	2025	Ibn Al-Abbār (1199-1262) Al-Hulla al-Siyara Introducción al Legado árabe de mi Paisano Reinhart Dozy	978-1-300-64801-7
270	2025	La Cuna de la Revuelta de Ibn Hud: El Castillo de la Peña Negra (Al-Sujur) en Blanca	978-1-300-64795-9
271	2025	Budd al ‘arif	Ebook
272	2025	La Huerta Blanqueña: una fuente oculta de compuestos activos curativos.	Ebook
273	2025	El Misterio de la Verdad en la Naturaleza	Ebook
274	2025	El Origen de los Apellidos blanqueños (1555-1654).	Ebook
275	2025	Filosofische Natuurpoëzie Dutch - español	Ebook
276	2025	La Voz de Panocho. Ramón Baquero López (1814-1854) Tomo VIII	Ebook

277	2025	Hun kruis was hun handtekening Gedichten (Poesía) Dutch	Ebook
278	2025	In de Schaduw van de Sinaasappelboom: De Poezië van Ibn Zaydün Dutch	Ebook
279	2025	Levenshof in de Schaduw der Tijd Gedichten (Poesía) Dutch - español	Ebook
280	2025	Entre Dos Fuegos: El Castillo de Negra y la Invasión Aragonesa de Murcia. (2096-1304)	Ebook
281	2025	Waar de Rivier Zingt. Poëzie uit het Hart van Blanca. Dutch-español	Ebook
282	2025	Versterking van Onder- nemend denken via Dammen & Schaken: 30 Belangrijke Cognitieve Verbindingen. Deel III. Dutch	Ebook
283	2025	De Schittering van Al- Andalus: Vrouwelijke Schoonheid in Vroege Islamitische Poëzie. Dutch	Ebook
284	2025	Enhancing Business Think-ing Through Checkers & Chess: 30 Key Cognitive Connections. Volume III	Ebook
285	2025	Renforcer l'Esprit d'Entreprise par le Jeu de Dames et d'Échecs: 30 Connexions cognitives clés. Volume III.	Ebook
286	2025	Stärkung des unternehmer-ischen Denkens durch Dame	Ebook



		und Schach: 30 wichtige kognitive Verknüpfungen. Band III.	
287	2025	Ibn Zaydün: Poëtisch Erfgoed en Nieuwe Inzichten.	Ebook





It was a great privilege to follow the achievements of my childhood friend, Harm Wiersma, up close. Later, our paths crossed again, this time in Spain. Wiersma, a six-time world champion, is a striking example of what can be achieved with the qualities that the game of checkers (draughts) instills: in business, in politics, in academia, and in social careers. In that respect, he surpasses Ton Sijbrands, who focused exclusively on the game itself.

Wiersma combined the talent of a top player with entrepreneurship and even held a seat in the Dutch parliament for a political party. In conversations with him, the word "drive"—which he considered his own driving force—always came up repeatedly.

This third volume aims to highlight the qualities developed through the game of checkers—qualities that are of great value in societal life. Both Wiersma and the undersigned were able to leverage these qualities in their subsequent careers. Wiersma will therefore be referenced regularly when discussing these attributes. Hopefully, this book will be a source of inspiration for young checkers and chess players